MINUTES OF THE
OPERATIONS AND FINANCE
COMMITTEE

JAN. 9, 1996

JANUARY, 1996

OPERATIONS AND FINANCE COMMITTEE

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

INDEX

OPERATIONS & FINANCE COMMITTEE

1996 01 09

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GENERAL

NEW BUSINESS:

ELEMENTARY/SECONDARY

NEW BUSINESS:

MINUTES OF THE OPERATIONS AND FINANCE COMMITTEE
1996 01 09

Present: Trustees Hill (Chairman), Desmarais, Lowe, MacDonald, Orban, Rogers and Stewart.

Also Present: Trustees Bishop, Cunningham, Darby, Gage, Hicks, Johnston, Johnstone, Korz, Mulholland and Paquin.

Officials Present:
D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Financial Services and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent - Administrative and Operational Services
M. Quinn, Superintendent of Schools - Lower City
N. Nicholls, Superintendent of Schools - Mountain
M. Matier, Assistant Superintendent of Schools - Mountain
S. Thompson, Assistant Superintendent of Schools - Lower City

Mrs. Hill called the meeting to order.

Moved by Canon Rogers:

That the minutes of the special meeting of 1995 12 07 be approved. **CARRIED.**

GENERAL

NEW BUSINESS:
Accommodation Report:
a) Update on the Status of Accommodation for 1995
Ms. Gillie acknowledged the work of the Committee members, then briefly reviewed the report and the two revised pages. The update's focus is not capacity of schools, but the condition of buildings. Under Appendix D, page 22, Ms. Gillie requested members change the figure of $7,142,913 to $3,535,400.

Stating he had questions about Recommendation 4 in the report, and therefore was not including it in his motion, it was moved by Mr. Stewart:

That the Update on the Status of Accommodation for 1995 (as presented in the 1994 Accommodation Report) be received for information and the following recommendations be approved:

a) That the schedule of projects summarized in Appendix D be approved for the 1996 Budget and the revised schedule, Appendix D1 - Facilities Renewal be filed with the Ministry of Education and Training.

b) That the 1996 Approved Budget include, in addition to monies budgeted for Preventative Maintenance, the Board share of $644,637 for Facilities Renewal.

c) That an amount up to $100,000 for minor renovations (items over $10,000) be included in the 1996 Budget for school needs.

d) That an amount of $60,000 be included in the 1996 Budget for the relocation of portable classrooms.

e) i) That the major renovation of Hill Park Phase III be completed in 1996 ($1,500,000)
ii) That the major renovation of Glendale Phase II be completed in 1996 ($2,000,000)

f) That the Board approve in principle the sale of Properties as a source of capital funding.

Mr. Stewart agreed to amend the figure in Clause b) to $644,427 - as reflected in Appendix D1, page 24.

At Mrs. Hill's request, members agreed to consider and vote on Clause f) separately - following the Report re Sale of Board Sites.

In response to questions, Ms. Gillie clarified that:
▪an Energy Management Plan is to be developed and will be a comprehensive review of an entire building, including heating, retrofitting lighting fixtures, windows, etc.
▪$100,000 in Clause c) falls under Superintendents of Schools' budgets and principals prioritize minor renovations within this sum.

Several trustees voiced concern that the update was based on 1994 Actuals and did not include 1995 09 30 enrolment statistics and the possible implications for decision-making. Ms. Gillie reminded members that a) this report was originally due in December and precludes inclusion of these figures and b) the update is always based on actuals from the previous year. Calculations related to 1995 statistics will commence shortly and be brought to trustees when possible.

Concerned about the cost of debt charges, it was moved in amendment by Mr. Darby:

That the Clause e) be subject to budget review.

Mrs. Hill advised that previously-approved Board motions will result in the Hill Park renovation proceeding to tender with the results expected in late February. Members were also advised that the Glendale Phase II design costs will total $250,000 and the project could be "shelved" at that point.

Mr. Hicks stated the Board needs a "corporate vision" upon which to make decisions in the budget process. With a focus (i.e. dropping programs or building maintenance) trustees could prioritize and make decisions without referring issues to budget review.

The amendment was put to a vote and was **LOST**

Clauses a), b)[as amended], c), d) and e) were put to a vote and were **CARRIED.**

In discussing the purchase of boilers (Recommendation 4, page 2), the following comments were made:
▪ the tendering process would include more than one contractor/firm
▪ there should be a yearly evaluation of performance contracts
▪ the Board no longer has the staff to control installation of boilers
▪ the Board opted into a limited performance contract initially as a solution to budget restraints

Several trustees voiced concern about entering into another limited performance contract without having an evaluation of the first limited performance contract - whether there are savings, disadvantages/advantages to this process.

Ms. Gillie acknowledged that such a report would encompass two aspects: recommendations about the process (Appendix E) and evaluation of costs and/or savings when they can be measured after the heating season to provide a comparison.

Two options were suggested:
▪ take no action on boilers in 1996, but still investigate acquisition without purchasing
▪ should the contract process prove unsuccessful, one option would be to place funds ($440,000) in the budget rather than in the energy budget.

Moved by Mr. Mulholland:

That the following recommendation in the Update on the Status of Accommodation for 1995 be tabled:

That boilers identified for 1996 be purchased by tendering for a limited performance contract, following the process outlined in Appendix E. **LOST.**

Mr. Mulholland supported an evaluation before proceeding with another performance contract and was against paying a contractor nine percent a year plus service charges.

Trustees in support of the limited contract remarked:
- this is a new way of doing business, learning process and that contracts can be written to be less biased to the contractor
- on the need to be careful re pre-qualifications in tender process
- outsourcing is a necessity
- knowledge gained through limited performance contracts will provide the basis for large scale performance contract in future
- they allow the Board the use of boilers without the expenditure outlay while realizing cost savings from increased efficiency

Suggestions were put forth to:
- review the outcomes of Metro Toronto and Hamilton-Wentworth Roman Catholic Separate School Boards' process and results in this area
- investigate the possibility of rent-to-buy programs

Moved by Mr. Stewart:

That the following Clause be referred to budget review:

That boilers identified for 1996 be purchased by tendering for a limited performance contract, following the process outlined in Appendix E.

While Mr. Stewart offered more exploration was needed, Miss Cunningham noted the Board has no money to purchase boilers and that a report is forthcoming on the process.

The motion was put to a vote and was **LOST.**

Moved by Mr. Darby:

That boilers identified for 1996 be purchased by tendering for a limited performance contract, following the process outlined in Appendix E.

Further comments included:
- reservations that the first contract was for a 10 year period
- more cost effective for the Board to purchase boilers and hire two unemployed plumbers to install them
- hire staff with expertise to sub-contract directly

Ms. Gillie acknowledged that should her report - in either May or June - determine it is more efficient for the Board to purchase and install its own boilers, there would be no funds set aside in the budget for such a purchase. Mr. Stewart advocated placing $440,000 in the budget, and if not required, the funds could be reassigned to another purpose.

Ms. Gillie agreed to provide Mr. Mulholland with a breakdown of costs and labour charges involved in the initial contract.

The motion was put to a vote and was **CARRIED.**

Before dealing with the Clause f), Mrs. Hill requested the Report on Sale of Board Sites be presented.

b) Sale of Board Sites

Mr. Sage, Manager, Property, Insurance and Assessment, presented the report noting the services of a Real Estate appraiser have not been engaged.

The following clarifications were made:

- the Education Centre and 108 acres of land (various parcels) comprise the remaining inventory.
- Vincent Massey, not Comley, would be used to accommodate students in Thornbrae or Lincoln Alexander
- Binkley, Fairview and Ainslie Wood Schools are being held in inventory pending the Lapp Property development impact. Ms Gillie hopes to have some further information this Spring.
- the Board has the right to refuse a particular sale, i.e., reverse "surplus" status
- the Board would be in violation of regulations in offering mortgages to tenants prior to "priority" list. Consideration is being given to the feasibility of selling a building publicly (after the priority list is expended) and maintaining the mortgage.
- tenants' leases indicate property may be sold at any time and an attempt would be made to negotiate a closing date that enables a tenant to relocate.

Suggestions were put forth as follows:

- approach the Ministry about buying and using:
  - i) one of the school sites for a tri-board alternative schooling program (i.e. expelled students)
  - ii) the house as an extension for Grace Haven under Section 27 arrangements.

Having determined that the Mohawk Trail Museum is included in the Mohawk Trail School and site package, Ms. Orban requested that the recommendation be voted on separately. She argued against the sale of this unique one-room school museum.

Clause f) [of the Update on the Status of the Accommodation Report] was put to a vote and was **CARRIED**.

Moved by Mr. Hicks:

That the Report on Sale of Board Sites be received for information and the following recommendations be approved:

a) That Comley School and site be declared surplus to the Board's needs and be sold in accordance with Ministry regulations with the understanding that the Board will not require additional accommodation to replace Comley School in this attendance area within ten years of the date of disposal. The funds realized from the sale to be placed in Capital Reserves.

b) That Eastview School and site be declared surplus to the Board's needs and be sold in accordance with Ministry regulations with the understanding that the Board will not require additional accommodation to replace Eastview School in this attendance area within ten years of the date of disposal. The funds realized from the sale to be placed in Capital Reserves.

c) That Glenview School and site be declared surplus to the Board's needs and be sold in accordance with Ministry regulations with the understanding that the Board will not require additional accommodation to replace Glenview School in this attendance area within ten years of the date of disposal. The funds realized from the sale to be placed in Capital Reserves.

d) That Mohawk Trail School and site be declared surplus to the Board's needs and be sold in accordance with Ministry regulations with the understanding that the Board will not require additional accommodation to replace Mohawk Trail School in this attendance area within ten years of the date of disposal. The funds realized from the sale to be placed in Capital Reserves.

e) That Southview School and site be declared surplus to the Board's needs and be sold in accordance with Ministry regulations with the understanding that the Board will not require additional accommodation to replace Southview School in this attendance area within ten years of the date of disposal. The funds realized from the sale to be placed in Capital Reserves.

f) That the house and site located at 37 East Avenue be declared surplus to the Board's needs and be sold in accordance with Ministry regulations. The funds realized from the sale to be placed in Capital Reserves.

g) That the lot located at 49 East Avenue be declared surplus to the Board's needs and be sold in accordance with Ministry regulations. The funds realized from the sale to be placed in Capital Reserves.

h) That 220 Dundurn building and site be declared surplus to the Board's needs and be sold in accordance with Ministry regulations. The funds realized from the sale to be placed in Capital Reserves.

Mrs. Lowe requested that these recommendations be voted on separately.

Speaking strongly in favour of the preservation of the Mohawk Trail Museum, it was moved in amendment by Dr. Johnston:

That Clause d) be referred back to the officials for consideration of severance.
CARRIED.

The remaining Clauses were voted on separately and each was **CARRIED.**

<u>Annual Public Relations Report</u>
Ms. Brock-Woodland highlighted refinements to the Public Relations Plan and target areas. She recognized the support of the Teachers' Federations and the Home and School Council in the success of the Board's first Parent Conference. Ms. Brock-Woodland advised that in 1995 outside funding/donations of Public Relations Plan programs amounted to $8,000 - not $6,000 as noted on page 51.

Moved by Mrs. Bishop:

That the Annual Public Relations Report be received for information.

Suggestions were put forth as follows:
- October and November Cable 14 tapes be viewed by trustees prior to a meeting
- trustees be apprised of other Cable 14 dates
- Cable initiative represents a possible tri-board opportunity
- enhance use of in-house printing and graphics

A brief discussion ensued about how changes in media deadlines affect Board meeting and education issues' coverage. One trustee offered that agendas be prioritized to facilitate major issues. Ms. Brock-Woodland explained how reporters increasingly rely on media releases, agenda material and phone interviews on issues they cannot cover in person.

Ms. Brock-Woodland will consider Mr. Gage's suggestion relative to the need for increased trustee advocacy on education issues, i.e. speaking engagements. She also clarified for Ms. Orban that her role as Public Relations Officer is not to write articles for the print

media but to facilitate the provision of information.

The motion was put to a vote and was **CARRIED.**

1996 Budget
a) Verbal Report of the Budget Analysis Committee
Mrs. Bishop presented a short overview of the Committee's work and welcomed trustees' participation in the following Working Groups.

Moved by Mrs. Bishop:

That the Verbal Report of the Budget Analysis Committee be received for information and the following Budget Analysis Committee working groups be approved:

Sale of Property
Transportation
Alternatives to Junior Kindergarten
Consolidation/Utilization of Schools
Contracting In/Out
Revenue Generation
User Fees
Elimination of Non-Mandated Programs

Trustees speaking in support of the working groups remarked:
- information gathering by small groups would facilitate decisions during budget, i.e., "the whole picture"
- information will help to avoid reversal of decisions after making cuts
- working groups doing preliminary groundwork re costings, pros/cons upon which the Operations and Finance Committee could make decisions
- recognized the need to delegate review of material

Trustees opposed commented as follows:
- motion premature - the Operations and Finance Committee should first give direction to the Budget Analysis Committee (B.A.C.) about the issues upon which to focus as many of these issues impact on staffing and negotiations
- B.A.C. should focus on long range planning rather than short term
- B.A.C. should deal with "what is on the table", not "what is being put on the table"
- the Board has not debated or discussed this direction
- budget analysis is not "fitting programs to budget"

It was also noted that:
- approval of the Report re Sale of Board Sites makes a Sale of Property group redundant
- the Resource Management Strategy process is not being followed, i.e. Superintendents are not making presentations to trustees.
- trustees must have the will to make political decisions about this budget.

Mr. Darby requested that the Sale of Property working group be voted on separately; Mr. Desmarais identified two of the working groups as elementary/secondary jurisdiction.

Mr. Stewart reminded members that the Budget Analysis Committee is attempting to bring information to assist this Committee's deliberations in deciding what options to further pursue.

The question was called and was **LOST**. The motion was put to a vote with the following results:
Sale of Property - **LOST**
Elimination of Non-Mandated programs (Elementary/Secondary) - **CARRIED**
Alternatives to Junior Kindergarten (Elementary/Secondary) - **CARRIED**
Transportation - Consolidation/Utilization of Schools - Contracting In/Out - Revenue Generation - User Fees **CARRIED**

b) Report re Initial Forecast
Ms. Veerman presented the report.

In responding to queries, the following was clarified:
- final deficit figures for 1995 will be available in February
- calculations do not include the C.U.P.E. cutbacks approved in December
- the deficit reflects money not realized through employee voluntary one day's pay

The following information was requested:
- an in-camera breakdown of Lines 1 and 2 which resulted in the $4.9 million figure
- why Social Contract figures continue to be reflected in the budget when target has been reached
- report on Social Contract - overages, increments, surplus, those groups deemed out of Social Contract, etc.

Moved by Dr. Johnston:

That the Report re Initial Forecast 1996 Budget be received for information.
CARRIED.

Budget Meeting Dates - 1996 01 23, 25 and 30
Mr. Stewart suggested the following schedule:
1996 01 23 - two presentations dealing with Junior Kindergarten and Recycling
1996 01 25 - change to a Caucus
1996 01 30 - report from Budget Analysis working groups

Moved by Mrs. Lowe:

That the following dates be approved for budget deliberations: 1996 01 23 and 1996 01 30.
CARRIED.

Resolution from the Board of Education for the City of Windsor re managed employee benefit care cooperatives (referred at 1995 12 21 Board)
Moved by Mrs. Bishop:

That the Resolution from the Board of Education for the City of Windsor re managed employee benefit care cooperatives be referred to the officials for a recommendation.

Miss Cunningham cautioned members that this competition between employee benefit care cooperatives represent "big money" and has the potential to impact on the delivery of service to Boards and in negotiations with employee groups. She suggested receiving this resolution for information.

Following further discussion, Mrs. Bishop agreed to a friendly amendment referring the resolution to the officials for a report. The report will provide a comparison of the two cooperatives - Ontario School Boards' Employee Benefits (OSBEB) associated with the Ontario School Board Insurance Exchange (OSBIE) and Foxmeyer associated with the Ontario Public School Boards' Association.

The motion as amended was put to a vote and was **CARRIED.**

March Meeting Date
Moved by Mr. Darby:

That the March, 1996 meeting of the Operations and Finance Committee be rescheduled to Tuesday, 1996 03 19 at 18:15 hours.
CARRIED.

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Mr. Darby:

That the recommendations of the Director of Education be approved. **CARRIED.**

Prior to moving in-camera, Miss Cunningham questioned the rationale for an in-camera discussion being held on the first item of the In-camera agenda. Mrs. Hill accepted Miss Cunningham's query as a challenge to the in-camera ruling.

The challenge was put to a vote and was **LOST.**

Moved by Ms. Orban:

That this Committee meet in-camera. **CARRIED.**

Trustees Cunningham and Gage requested that they be recorded as voting in opposition to an in-camera discussion.

The meeting then met in-camera.

Read and confirmed,

.....

Chairman

cv

MINUTES OF THE
SPECIAL MEETING OF THE OPERATIONS AND FINANCE COMMITTEE
1996 01 23

Present: Trustees Hill (Chairman), Desmarais, Lowe, Orban, Rogers and Stewart.

Not Present: Trustee MacDonald.

Also Present: Trustees Bishop, Cunningham, Darby, Hicks, Johnston, Mulholland, Patenaude and Rodgerson.

Officials Present:
D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Financial Services and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent - Administrative and Operational Services
M. Matier, Assistant Superintendent of Schools - Mountain
F. Cooke, Assistant Superintendent - Program.

Mrs. Hill called the meeting to order noting regrets for not being able to attend had been received from Trustees Johnstone, MacDonald and Gage.

Noting the large public turnout, it was moved by Miss Cunningham:

That Item 1 under Elementary/Secondary be dealt with as the first item of business.
CARRIED.

Mrs. Hill clarified the Board's practice to be followed this evening relative to presentations by the public.

ELEMENTARY/SECONDARY

Presentation by Friends of Junior Kindergarten

Susan Giordano, Cheryl Marsh and Jeff Martin of Friends of Junior Kindergarten participated in the presentation and responded to questions. A petition containing an estimated 2,000 signatures was presented in support of Junior Kindergarten. The presentation focused on the Board's history of Junior Kindergarten and highlighted three areas in particular: accessibility, prevention and children as lifelong learners. In concluding her presentation, Ms. Giordano asked the Board to affirm its commitment to this program.

In responding to questions, the presenters stated their understanding that funding changes to the General Legislative Grants will be "across the Board, affecting all grades not just Junior Kindergarten". Several trustees indicated this was not their perception of how the Ministry of Education and Training plans to fund Junior Kindergarten (J.K.).

Responding to questions from trustees, the presenters indicated:
- that given the excellence of this program, they could not see offering it in a different format
- their belief that a user-fee would compromise the accessibility of this program
- J.K. is an investment in children's futures and social costs
- provision of J.K. is a local Board decision; Hamilton has an established program of excellence which recognized a need within inner city schools
- Junior Kindergarten and Day Care programs are different, geared to different age groups
- while the program should be maintained, costs in delivery of the program is where the Board should be focusing for reductions
- it was not their intent to place non-mandated programs in competition with

each other

Several trustees expressed appreciation to the members of Friends of Junior Kindergarten for the presentation.

Trustees also observed:
- information on students in early Grades, comparing those who did and those that did not attend Junior Kindergarten, would have been of value
- not all taxpayers consider J.K. as a necessary program, the perception being it is a "glorified babysitting service"
- financial crisis facing Board
- phone calls received from other parents in the community indicate support for examining alternatives, similar to changes made in the lunchroom supervision
- any cut to a program would result in similar presentations in support of the individual program
- the day care community is examining their service in preparation for possible changes to the Junior Kindergarten program

Commending the presenters for the excellent report, it was moved by Dr. Johnston:

That the Presentation by Friends of Junior Kindergarten be referred to the officials for a report at the next meeting.

When Mrs. Hill questioned the inclusion of the words "at the next meeting" in the motion, Dr. Johnston signified it was his intent that a report be brought "as soon as possible".

As a matter of information, Mr. Goodridge indicated that reports dealing with a number of areas of investigation will be brought to the 1996 01 30 special meeting of the Operations and Finance Committee. While providing information for trustees to consider, he emphasized a report dealing with Junior Kindergarten would not include a recommendation.

The motion was put to a vote and was **CARRIED.**

Mrs. Hill thanked the presenters.

GENERAL

Presentation by Recycling Pickup Services

Messrs. Larry Pomerantz, President, and Charlie Ricketts, Director of Business Development, presented their recycling proposal for the Hamilton Board of Education. Noting Ministry of the Environment legislation will require 50% diversion of waste by the year 2000, they provided information relative to reductions achieved at some schools in the Wentworth County Board of Education and a "pilot" project school in the Hamilton-Wentworth Roman Catholic School Board.

Further information regarding the program was provided as follows:
- recycling is safe, clean, simple, educational "hands-on" student approach which lowers costs, frees time for custodians and generates income from sale of recyclable materials
- waste audits have determined that 96% of boards' waste are recyclable
- in addition to providing program inservice, they offer free shredding
- program is approved by both the Hamilton Fire & Health Departments
- suggested the City might agree to curbside collection at schools given the reduced waste under this program

- 60-day time frame to implement program Board-wide
- collection containers provided free-of-charge
- 50% of income generated through sale of recyclable material is returned to the Board, however, returns fluctuate dependant on stock market trading. Presently the Company is storing saleable material until stock prices increase.

Trustees also commented that:
- a major component of this program's success is a commitment from staff volunteers
- this program appears to be a form of "contracting out"

Relative to a contract, Mr. Pomerantz advised that it would involve a fixed fee for service (adminstration and implementation of program) with a 50% return on recycled material sales.

Moved by Dr. Johnston:

That the presentation by Recycling Pickup Services be referred to the officials.

In closing, Mr. Pomerantz urged the Board to a) consider tendering for waste recycling rather than waste removal and b) consider avoiding incineration as a solution to recycling.

The motion was put to a vote and was **CARRIED.**

Mrs. Hill thanked Mr. Ricketts and Mr. Pomerantz.

Update on Report re Initial Forecast

Mr. Shewfelt reviewed the laydown report which detailed a $1,113,900 decrease in the levy to $25,411,100.

Moved by Miss Cunningham:

That the Update on the Report re Initial Forecast be received for information. **CARRIED.**

The meeting then adjourned.

Read and confirmed,

.....
Chairman

cv

MINUTES OF THE SPECIAL MEETING OF THE OPERATIONS AND FINANCE COMMITTEE
1996 01 30

Present: Trustees Hill (Chairman), Desmarais, Lowe, MacDonald, Orban, Rogers and Stewart.

Also Present: Trustees Bishop, Cunningham, Darby, Gage, Hicks, Johnston, Mulholland, Paquin, Patenaude and Rodgerson.

Officials Present:
D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Financial Services and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
N. Nicholls, Superintendent of Schools - Mountain
M. Matier, Assistant Superintendent of Schools - Mountain
S. Thompson, Assistant Superintendent of Schools - Lower City
F. Cooke, Assistant Superintendent - Program.

Mrs. Hill called the meeting to order, explaining the process for tonight's meeting would be to receive the Reports of the Budget Analysis Working Groups for information only.

Introductory Remarks - Mr. Goodridge
Mr. Goodridge outlined the three phases of the budget:
- receipt and analysis of the government "tool kit" with the information brought to the Operations and Finance Committee
- reports - similar to those being discussed tonight
- each Superintendent will present their individual budgets

He spoke of the importance of public awareness throughout the budget process.

Mr. Goodridge advised that the Minister of Education and Training had met with all Directors of Education but had not provided specific details related to user fees or other topics.

GENERAL

NEW BUSINESS:
Reports of the Budget Analysis Working Groups:
Throughout the presentations, Superintendents acknowledged their appreciation to staff members who assisted in the collation of these reports.

a) Transportation

Mr. Thompson, Dr. Tomlinson (Project Team Leader - Special Education) and Mr. Ophoven (Principal) presented the report, noting there is further analysis to be done relative to transportation costs versus costs for relocating program. A further report is pending.

The following concern was raised:
- the time needed to reroute transportation routes should students be placed at their home school

In order to effect the greatest savings based on March 18th implementation, it would require the completion of the working group's

report and a Board decision by mid-February. Members commented on this extremely tight deadline, noting that another option, tabled at an in-camera discussion, may also have to be determined within these short timelines.

b) Alternatives for Junior Kindergarten (J.K.)

Ms. Bond presented the report, reviewing the costing models for the elimination of the Junior Kindergarten Program and elimination of J.K. except in Compensatory Education schools. A third alternative could result in the expansion of the preschool program operated by the Umbrella Family and Child Centres of Hamilton.

The following clarification was provided:

- funding for Junior Kindergarten will become effective this September as outlined on page 9. Proposed funding for the 1997 school year represents a 60% decrease to 1995 funding.
- should Junior Kindergarten be eliminated, the Project Team Leader would have that percentage of duties reassigned to Primary Education, i.e. there would be no cost savings.
- provincial funding is still subject to change
- present legislation prevents Boards from implementing a differentiated staffing model; however, the government "tool kit" may provide options

Concerns were voiced regarding:

- a decision must be made by mid-February to facilitate either registration or staff layoff
- whether the Umbrella Board will decide they are capable of encompassing the proposed model

The following information was requested:

- further information relative to Co-Operative Preschool Program through dialogue with the Umbrella Board, i.e. the number of students who could be accommodated, the process to be followed, whether the model has to be phased in over several years, costs/savings, whether vacant JK space would be available for use by the Umbrella Board or used for regular classes, other accommodation concerns.

c) Elimination of Non-Mandated Programs

Dr. Cooke presented the report. Emanating from inquiries he advised the Working Group was prepared to also consider Outdoor/Environmental Education and Alter Education programs in addition to costing French Immersion and Adult & Continuing Education (page 28). He noted the presentation of the individual programs was as factual as possible to avoid bias and that the alternatives included were for consideration only - they were not recommendations.

There were no questions.

d) User Fees

Stating current provincial legislation and Board policies do not permit user fees, Mrs. Nicholls stated this report is predicated on the possibility of Boards being able to administer a user fee concept in the future. Examples are outlined on page 112. The Committee plans no further work unless direction is received.

When Mr. Darby attempted to place a motion on the floor regarding Senior Kindergarten registration, the Chairman ruled him out of order. Mr. Darby challenged the Chair and the challenge was **LOST**.

Other comments and suggestions from the members included:
- minimal recovery for high cost instructional supplies/courses as some fees are already being charged i.e. photography, woodworking, etc.
- the Minister of Education and Training is indicating there will be no user fees

Mrs. Nicholls noted, in response to questions:
- the difficulty of costing Psychological, Speech/Language assessments versus user fees
- while there are almost no mandated courses beyond Grade 9, schools are staffed according to a Pupil-Teacher Ratio and, therefore, classes are offered based on sufficient student enrolment and interest
- Flat fee (inclusive) secondary would include textbooks and takes into account loss, depreciation and a rebate.

e) Revenue Generation

Mr. Goodridge noted the areas of on-going investigation by the Working Group for inclusion in a report to trustees:
- Fundraising Study
- steps to increase the Board's assessment base
- a list of other suggestions such as kit services, curriculum and in-house computer program sales

It is the Working Group's intent to bring concepts forward in context with the Fundraising Study which is anticipated in approximately six week's time.

f) Consolidation/Utilization of Schools

Mr. Goodridge advised a report and recommendations will be finalized by the end of February and will take into consideration:
- budgetary implications and the change to a four-year secondary education
- pros and cons of one/two sites for a year-round school
- semestering versus non-semestering system - delivery of program and financial aspects

Responding to questions, Mr. Goodridge:
- agreed to factor in dropouts in the report
- noted that any report recommendation with impact on Board policies will be accompanied by the appropriate recommendation to change the

policy
- secondary option selections are presently on hold

g) Out-sourcing

Mr. Shewfelt presented the report for direction, stating it is a framework for preliminary operational and financial information which identifies initiatives for consideration.

Stating there was insufficient information upon which to give direction about individual initiatives, trustees sought the following information to determine feasibility:
- savings versus present costs, grants/funding
- impact on students
- changes resulting from outsourcing these initiatives
- formation of partnerships with other corporations in areas such as printing
- possible acquisition of computers/equipment through corporate downsizing
- whether initiatives would require tendering or request for quotation

In attempting to clarify some confusion, Mr. Shewfelt assured members the working group will explore all of these issues, unless trustees indicate otherwise.

Mrs. Hill stated that trustees' silence on individual initiatives would not be construed as consensus, but agreement to pursue further information for future determination.

One trustee indicated their understanding that Vehicle Leasing would not result in a cost saving.

h) Workload Formula

Mr. Binns updated members on the progress towards the elimination of 82.82 positions (as approved at the December Personnel & Organization Committee) by September, 1996. He will continue to bring updates.

i) Early Retirement Incentive Plan/Renewal of Staff in Education (ROSIE)

Ms. Russon, Manager, Employee Relations, advised information is being collated regarding collective agreements and early retirement plans in the province. Their report will identify short/long term savings and associated costs as well as an estimate of the staff eligible for early retirement.

Mr. Goodridge added that this report will be delayed until after the Minister's "tool kit" has been received and the possible direction to incorporate the "85 factor".

ELEMENTARY/SECONDARY

Senior Kindergarten

Moved by Mr. Darby:

That no further exploration be taken with respect to Senior Kindergarten during 1996 budget deliberations and registration commence in the usual manner.

Citing tonight's reports as not targeting the Senior Kindergarten (S.K.) program, Mr. Darby urged that S.K. registration be permitted to proceed.

Stating the motion was out of order and premature, Miss Cunningham challenged the Chair's acceptance of the motion. While it was noted that Senior Kindergarten is a non-mandated program, Miss Cunningham offered that no budget decisions should be made prior to receipt of the Minister's "tool kit".

The challenge was put to a vote and was **LOST**.

Trustees Paquin and Desmarais indicated they would not vote as Senior Kindergarten Programming is Elementary/Secondary jurisdiction.

Comments in support of the motion included:
- the Superintendent requires authorization for an advertisement re registration
- the impact of delayed registration on school planning/staffing based on enrolment projections
- no reports have targeted Senior Kindergarten for possible elimination
- registration normally commences in January
- proceed with registration for Junior and Senior Kindergarten and French Immersion, with a disclaimer that the program may not be available
- a decision in support of Senior Kindergarten allows officials to focus their efforts in other areas and also assures the public of the program's availability

Other trustees offered:
- they could not support one program while the IPRC process is frozen
- opposition to the **timing** of the motion, not its intent
- wait until receipt of the Minister's "tool kit" and then review priorities and make decisions
- the motion gives precedence to one non-mandated program - need to follow a corporate vision/planning
- registration for Junior/Senior Kindergarten and French Immersion occurs simultaneously and proceeding with only Senior Kindergarten will incur additional advertising costs
- cuts to any non-mandated programs will have staffing implications

Mr. Darby agreed with Mrs. Bishop's request to split the motion for voting purposes.

The question was called and was **CARRIED**.

The motion, as follows, was put to a vote:

a) That no further exploration be taken with respect to Senior Kindergarten during 1996 budget deliberations. **LOST**.

b) That Senior Kindergarten registration commence in the usual manner. **LOST**.

Mr. Stewart encouraged trustees to indicate their preference in being assigned to particular working groups.

The meeting then adjourned.

Read and confirmed,

.....

cv Chairman

FEBRUARY, 1996

OPERATIONS AND FINANCE COMMITTEE

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

INDEX

OPERATIONS & FINANCE COMMITTEE

1996 02 06

MINUTES OF THE
OPERATIONS AND FINANCE COMMITTEE
1996 02 06

Present: Trustees Hill (Chairman), Desmarais, Lowe, MacDonald, Orban, Rogers and Stewart.

Also Present: Trustees Bishop, Cunningham, Darby, Gage, Hicks, Johnston, Johnstone, Mulholland and Paquin.

Officials Present:
D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Financial Services and Treasurer
P. Gillie, Superintendent - Administrative and Operational Services
N. Nicholls, Superintendent of Schools - Mountain
M. Matier, Assistant Superintendent of Schools - Mountain
S. Thompson, Assistant Superintendent of Schools - Lower City

Mrs. Hill called the meeting to order noting regrets for not being able to attend were received from Trustee Rodgerson.

As Mr. Goodridge was not present for the start of the meeting, it was moved by Mr. Stewart:

That Superintendent Gillie be appointed as Secretary Pro-Tem. **CARRIED.**

Moved by Canon Rogers:

That the minutes of the regular meetings of 1995 12 12 and 1996 01 09 and special meeting of 1996 01 23 be approved. **CARRIED.**

Mrs. Hill requested and received a two-thirds majority vote to add the following items to the agenda: Correspondence relative to Theatre Aquarius Tax Relief and Update re Fundraising Committee.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Report from the Officials to the Presentations by Theatre Aquarius and The Hamilton Art Gallery

Mrs. Hill advised that the item of correspondence would be dealt with as the first item of business.

Correspondence relative to Theatre Aquarius Tax Relief

Mrs. Hill advised that Theatre Aquarius is requesting the deferral of a decision until after they have the opportunity to make a second presentation.

Several trustees spoke in support of acceding to the request for a deferral; another trustee opposed granting corporate tax breaks while the Board is laying off employees.

Moved by Ms. MacDonald:

That the Report from the Officials to the Presentations by Theatre Aquarius and The Hamilton Art Gallery be deferred until a second presentation from Theatre Aquarius.

In clarifying the motion, it was determined:
- the presentation would be made at the March Operations and Finance Committee meeting
- deferral of the report encompassed all three recommendations

- budget estimates would continue to be prepared on the basis of receipt of these taxes
- officials will clarify details within the letter

The motion was put to a vote and was **CARRIED.**

When Mr. Stewart noted that deferral of the Report also included a recommendation regarding the Art Gallery, Mrs. Hill sought direction from the members. Members voted to defer the whole package.

Update re Fundraising Committee

Mr. Darby advised the Community Charitable Counselling Service of Canada has advised they are unable to proceed with the Study due to internal restructuring. The firm of Ketchum Canada Inc. has been approached and will undertake the Study at the same cost as the first consulting firm.

Moved by Mr. Darby:

That the Verbal Update re the Fundraising Committee and the change in contractor to Ketchum Canada Inc. for the Fundraising Study be received for information.

Mrs. Hill clarified the intent of the motion is to substitute Ketchum Canada Inc. for Community Charitable Counselling Service of Canada.

Mr. Mulholland suggested this change should be done at Board; Mr. Stewart remarked a motion at Board should be made to rescind the previous recommendation. Mrs. Hill determined their comments as a challenge to the Chair accepting the motion and it was put to a vote and was **LOST.**

Noting the cost remains unchanged and the excellent reputation of both firms, several trustees indicated their support for the motion.

The motion was put to a vote and was **CARRIED.**

NEW BUSINESS:

Budget Meeting Dates

Mrs. Hill advised the following tentative dates for Special Operations and Finance Committee meetings: 1996 02 20, 1996 02 22, 1996 02 27 and 1996 02 29. Meetings will be predicated on the receipt of the Ministry's "tool kit" and agenda items.

Presentation by the Ontario Public School Boards Association (OPSBA)

Mr. Bruce Wallace, Vice President, OPSBA Southern District, distributed copies of his overhead presentation information to trustees. His presentation focussed on the benefits of membership with OPSBA, critical issues facing all boards and highlighted recent OPSBA initiatives/successes.

Mrs. Hill thanked Mr. Wallace.

1996 Membership Fees:

Moved by Mrs. Bishop:

That the following membership fees be paid:

a) Canadian Education Association (CEA) - $3,702.51
b) Ontario Education Research Council (OERC) - $725.00
c) Ontario Public School Boards Association (OPSBA) -$64,096.21
d) Association française des conseils scolaires de l'Ontario (AFCSO) - $2,419.54

Trustees supporting membership in the OPSBA commented:
- membership is a necessity and the Board will save money through cost sharing initiatives
- a strong, unified voice is needed to lobby/influence government on education issues
- OPSBA initiatives are impressive and OPSBA is contributing a valuable service for public Boards
- OPSBA is raising awareness of issues facing all boards in province, i.e. finance reform, secondary school education
- on the valuable service in the area of contract negotiations, i.e OPSBA Bulletin Boards
- services and information provided by OPSBA become more valuable as boards downsize staff.

Trustees opposed:
- prefered the membership fee be applied against employee or program cuts.

Mr. Stewart requested that Clause c) be voted on separately, while Canon Rogers indicated he would make a motion to refer membership fees for budget review.

OPSBA was urged to be more accountable in their fee structure given the reality of 10-15% reductions facing boards across the province. A three percent fee reduction while Boards are cutting programs is hard to justify.

Other trustees supported referral in view of the anticipated report re managed employee benefit care cooperatives, referred to the officials at the January meeting.

Moved in amendment by Canon Rogers:

That membership fees be referred to budget review. **LOST.**

Clause c) was put to a recorded vote and was **CARRIED** with Trustees Bishop, Cunningham, Desmarais, Gage, Hill, Johnston, Lowe, MacDonald, Orban and Paquin voting in favour and Trustees Darby, Hicks, Johnstone, Rogers and Stewart opposed.

The remaining clauses were put to a vote and were **CARRIED.**

Report on Technological Implementation Plan

Ms. Gillie presented the report updating the Technological Implementation Plan and areas of focus for 1996. Mr. Dixon highlighted circumstances that have had a negative impact on priorities over the past year.

Ms. Gillie confirmed that expenditures related to recommendation #3 in the report are included in the summary of estimates for 1996 (Recommendation

#2).

Moved by Mr. Mulholland:

That the Update on the Technological Implementation Plan be received for information and the following recommendations be approved:

a) That the summary of estimates for 1996 be approved, subject to budget review.

b) That the focus for 1996 be to continue to address the classroom by upgrading remaining obsolescent equipment, reviewing network installations and reviewing the Student Information System.

Relative to computer leases, Ms. Gillie explained the table on page 28 indicates a shift in leasing to purchase of computers in five years - leasing will address computer obsolence in the short term. Appendix E, page 29 details possible Board and Ministry allocations for GEMS grants.

Further information was provided as follows:
- reconsider the mandate of the Steering Committee, Technological Implementation Plan
- the Columbia library system has been acquired for 25 schools. The cost to expand to other schools is $2,500 per school with a $600 annual fee per school.

Concern was expressed regarding:
- instructional versus administrative costs identified on page 29 and the apparent higher administrative costs at this Board than most Boards
- individual data banks being set - the system does not appear to be making the best use of integrated or common data banks
- continued difficulty in getting information for decision making despite large budget expenditures
- the overall direction

The motion was put to a vote and was **CARRIED.**

Resolution from the Sault Ste. Marie Board of Education re reduced transfer payments and reduction in income tax [Referred at 1996 01 18 Board]

Moved by Mr. Stewart:

That the Resolution from the Sault Ste. Marie Board of Education re reduced transfer payments and reduction in income tax be received and filed. **CARRIED.**

Resolution from the Essex County Board of Education re one publicly funded educational system [Referred at 1996 01 18 Board]

Moved by Mr. Stewart:

That the Resolution from the Essex County Board of Education re one publicly funded educational system be received and filed.

Upon Mrs. Bishop indicating her support for one publicly-funded educational system and her willingness to make a motion, Mr. Stewart sought and was granted permission to withdraw his motion.

Moved by Mrs. Bishop:

That the Resolution from the Essex County Board of Education re one publicly funded educational system be received for information and the following motion approved:

a) That the Board write Premier Mike Harris advocating support of one publicly funded educational system and recommend that a referendum be held in the province on this issue.

Noting this is a federal matter related to the Charter of Canada and outside Board jurisdiction, it was moved in amendment by Mr. Desmarais:

That the motion be tabled. **LOST.**

Indicating he agreed in principle with the original motion, Mr. Desmarais also stated he would abstain from voting rather than vote against the motion.

Other trustees commented that:
- a recent OPSBA survey of Boards indicated support for one publicly funded education system and the survey was presented to the Ministry of Education and Training
- this direction would be the most effective and efficient funding for education in Ontario
- equality of access to education would result
- while supportive in principle, boards have no jurisdiction over this matter

The motion was put to a vote and was **CARRIED.** Trustees Desmarais and Paquin requested that their abstention be recorded.

The members agreed that copies of the correspondence be sent to area federal Members of Parliament.

Request for a Liquor Licence - Barton Secondary School 35th Anniversary

Moved by Mrs. Lowe:

That Barton Secondary School be granted permission to obtain a liquor licence for 35th Anniversary celebrations to be held the evening of 1996 05 11.

Trustee Johnstone spoke in opposition to the request.

A recorded vote was requested. The motion was put to a vote and **CARRIED** with Trustees Cunningham, Darby, Desmarais, Hicks, Hill, Lowe, Mulholland, Orban, Paquin and Stewart voting in favour and Trustees Bishop, Gage, Johnston, Johnstone and MacDonald opposed.

Trustee meeting with local Members of Provincial Parliament - requested by Trustee Johnstone

Mrs. Johnstone advocated an ad hoc committee be established to dialogue with local MPPs about education issues.

Trustees were generally supportive of a structured opportunity to meet with MPPs informally and discuss education issues.

Other suggestions included:
- have two trustees meet with each MPP
- information received from OPSBA could be used to better advantage

Moved by Mrs. Johnstone:

That the Chairman strike an ad hoc committee to provide a liaison with area MPPs.

Mrs. Bishop suggested inclusion of municipal officials to promote better understanding of roles and responsibilities.

Moved in amendment by Mrs. Bishop:

That the Chairman strike an ad hoc committee to provide a liaison with area Members of Provincial Parliament **and elected municipal officials.**

Mr. Darby challenged acceptance of the amendment in the belief it is a separate issue. The challenge was put to a vote and was **LOST.**

Several trustees voiced their opposition to the amendment, favouring a provincial focus.

In response to questions about Bill 26, Mr. Goodridge clarified that the descriptor of "boards" in Section 4 of Omnibus Bill 26 does not apply to school boards.

Mr. Stewart acknowledged the role of this committee may "grow" into discussion with municipal representatives. He assured trustees that the intent of this committee will be to deliver a consistent "corporate" message to MPPs rather than individual opinions. It was suggested that the ad hoc committee seek constant feedback from trustees on issues and, rather than forming a consensus, state both sides as viewed by trustees.

The amendment was put to a vote and was **LOST.**
The motion was put to a vote and was **CARRIED.**

Trustees' Budget - requested by Trustee Mulholland

Mr. Mulholland proposed a 10% reduction in the Trustees' budget line and circulated documentation to support his suggestion. **[attached]**

Moved by Mr. Mulholland:

That the trustees' budget be reduced by 10 percent; this reduction will be realized by reducing:
Personnel Training by $20,000
Books, Films and Software by $419
General Supplies by $434
Board Committee Meetings by $10,000
Printing by $396
Miscellaneous by $1,858
Total Reduction to be $33,107 (10%)

Mr. Mulholland clarified that although he referenced his documentation as 1996 Budget Estimates, they emanate from the 1995 Budget.

Stating Mr. Mulholland's intent was admirable, Mrs. Bishop argued trustees must clearly understand of each of these reductions and their implications.

Moved in amendment by Mrs. Bishop:

That the motion regarding Trustees' Budget be referred to a Special Meeting of the Operations and Finance Committee for budget discussion.

Trustees were supportive of the referral for consideration of this area along with all budgetary decisions, noting this is an orderly process and avoids grandstanding. One trustee cautioned that reducing some of these budgets could be detrimental to the operation of the Board.

Trustees noted the information does not include historical trends, 1996 allotment and 1995 actuals. The Chairman was asked to take this issue to the Budget Analysis Committee for a possible mini presentation.

Mr. Goodridge confirmed that it would be inappropriate for officials to make recommendations on the trustees' budget line.

Mr. Mulholland concluded his reductions do not penalize trustees' honorarium which is set by Board motion. He cited his appreciation of the outstanding service trustees provide to the community.

The amendment was put to a vote and was **CARRIED.**

Report of the Special Education Advisory Committee

Moved by Mrs. Bishop:

That the Report of the Special Education Advisory Committee be received for information and the following recommendations be approved:

a) That the Report of the Integration/Accommodation Sub-Committee be received for information and the following recommendations be approved:

i) That accessibility be given consideration in all renovations and building projects, and that appropriate stakeholders be included in the planning process.

ii) That the Accessibility Report be updated to include current information regarding school accessibility and a map indicating families of schools (i.e. feeder and receiving schools)

iii) That the Plant Department, in consultation with appropriate Board personnel and organizations represented on SEAC, examine the Barrier Free Design Guidelines of the City of Hamilton when planning future renovations and building projects.

iv) That, where a student requires special accommodation, the planning process include consultation between the principal, parent, student and other appropriate personnel.

v) That evacuation and fire safety Operating Procedures be reviewed regularly to include specific evacuation procedures for individual students with disabilities.

vi) That the need for specific evacuation procedures for individual students with disabilities be included on the Student Information System database.

vii) That the Student Information System be programmed to gather appropriate data to assist in the transition between schools of students with special physical needs.

In response to concerns raised by Miss Cunningham, Trustees Stewart, Rogers and Bishop assured members that these revised recommendations result in a planning document for prudent, thoughtful planning related to the needs of Special Education students.

Miss Cunningham indicated her acceptance of this direction as long as the minutes reflected this is a planning document without timeline expectations.

Ms. Orban suggested that expensive renovations be balanced against the length of time a handicapped child may be in a school.

The motion was put to a vote and was **CARRIED.**

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Mr. Stewart:

That the recommendations of the Director of Education be approved.
CARRIED.

The Committee then met in-camera.

Read and confirmed,

.....

cv Chairman

1996 Budget Estimates;

Remuneration:	**Trustee Honoraria**	**$256,510**
Fixed Variable:	**Travel Expense**	**21,850**
	Personnel Training	**27,421**
	Books/Films/Tapes	**419**
Supplies, Services	**General Supplies**	**434**
	Board Minutes	**10,000**
	Board Meetings	**10,000**
	Printing	**396**
Other	**Miscellaneous**	**4,045**
Total Budget		**$331,875**

That the trustees budget be reduced by 10%. this reduction will be reiized by reducing the
Personnel Training by $20,000
Books films and Software by $419.
General Supplies by $434.
Board Committee Meetings by $10.000
Printing by $396
Miscellaneous by $1.858
Total Reduction to be $33107 (10%)

MINUTES OF THE SPECIAL MEETING OF THE OPERATIONS AND FINANCE COMMITTEE
1996 02 29

Present: Trustees Hill (Chairman), Desmarais, Lowe, MacDonald, Orban, Rogers and Stewart.

Also Present: Trustees Bishop, Cunningham, Gage, Johnston, Johnstone, Paquin and Rodgerson.

Officials Present:
D. Goodridge (Director of Education and Secretary)
P. Shewfelt (Superintendent of Financial Services and Treasurer)
E. Bond (Superintendent of Program)
F. Cooke (Assistant Superintendent of Program)
S. Thompson (Assistant Superintendent of Schools - Lower City)
M. Matier (Assistant Superintendent of Schools - Mountain)

Mrs. Hill called the meeting to order noting regrets for not being able to attend were received from Trustees Hicks, Mulholland and Patenaude. She then clarified the Board's practice to be followed this evening relative to the presentations.

GENERAL

Presentation regarding the Impact of Returning Special Needs Programs to the Home Schools

With the aid of an overhead, Ms. Hinda Levine commented on the impact of proposed changes in transportation should they be implemented during mid-year and the affect upon Special Needs children. While cognizant changes to transportation are inevitable, she urged the changes be implemented to be effective September. Her son, Oren, read comments from students faced with such mid-year teacher and school changes. In conclusion, Ms. Levine referred to 10 suggestions for cost savings within her material.

Questions elicited the following additional information:
- changes mid-year are particularly difficult for students in Grade 8, i.e. graduation and moving onto a secondary environment
- abuse relative to bus tickets needs monitoring
- while concerns have focused on a timeline of March Break, no recommendations have been approved to that effect
- planning for a September implementation would allow for participation of stakeholders and evaluation of cost effectiveness and merits
- concerns that moving identified students out of a self-contained class would require a further IPRC

Relative to establishment of a trust fund for transportation, Mr. Shewfelt indicated he would be willing to meet with parents to facilitate setting up a trust fund.

A suggestion was made that parents meet with officials to discuss interim recommendations. While appreciative of the material presented, Mr. Goodridge commented that the officials have not yet finalized their position on this topic and were not prepared to formulate recommendations. Once the Ministry's "tool kit" is received, he hopes to have recommendations within the next month - but not before March Break.

Moved by Mr. Stewart:

That the Presentation regarding the Impact of Returning Special Needs Programs to the Home Schools be referred to the officials. **CARRIED.**

Mrs. Hill thanked the Levine family.

Presentation regarding Transportation for Special Needs Students

Ms. Janis Criger argued against removing students from a self-contained classroom and returning them to their home schools. While supportive of Ms. Levine's presentation, Ms. Criger focused on the benefits self-contained programming brings to special needs children and the concerns about removing children from that challenging and supporting environment.

She opposed returning Special Education students to their home schools simply to reduce transportation costs.

Mr. Stewart clarified that Ms. Criger has spoken with parents of other Specicial Needs designations than just Gifted.

Moved by Mr. Stewart:

That the Presentation regarding the Transportation for Special Needs Students be referred to the officials. **CARRIED.**

Mrs. Hill thanked Ms. Criger.

Special Report of the Special Education Advisory Committee
Mr. Bucsis, Chair of SEAC, declined Mr. Stewart's offer to present the report.

Moved by Dr. Johnston:

That the following recommendations regarding the Ontario Building Code, Consultation on Amendments be approved:

(a) That the Special Education Advisory Committee write a letter to Premier M. Harris expressing their concerns about the proposed amendments to the Ontario Building Code as outlined in the Back to Basics, A Consultation Paper on the Focus of the Ontario Building Code

(b) That the Board consider petitioning other school boards to support the SEAC's letter of concern regarding the proposed amendments to the Ontario Building Code.
CARRIED.

ELEMENTARY/SECONDARY

Presentation by the French Immersion Sub-Committee of the Hamilton Council of Home and School Associations regarding the French Immersion Program
Brian Banfield, Michelle MacNab, Elizabeth Lamb and Peggy Rockwell represented the Hamilton Council of Home and School Associations' French Immersion Sub-Committee. In speaking to their revised presentation, Mr. Banfield cited the quality programming and the benefits of French Immersion to students and the Board. In concluding, he stated they are willing to work with the Board to preserve this program.

Questions evoked the following responses:
- approximately 2,000 students are enrolled in the program
- offering the program on a Saturday morning was not considered a viable option
- some families are opting to register with the Hamilton-Wentworth Roman Catholic School Board as a result of delayed registration at this Board
- parents become aware of the program through a variety of sources, i.e. word of mouth, advertizing, calling the Board, Real Estate agents.
- there is an increased numbers of split grades in this program

Moved Mr. Stewart:

That the Presentation by the French Immersion Sub-Committee of the Hamilton Council of Home and School Associations regarding the French Immersion Program be referred to the officials. **CARRIED.**

Appreciation was extended to the presenters.

The meeting then adjourned.

Read and confirmed,

Chairman

MINUTES OF THE
OPERATIONS AND FINANCE COMMITTEE
1996 03 28

Present: Trustees Hill (Chairman), Desmarais, MacDonald, Orban, Rogers and Stewart.

Not Present: Trustee Lowe.

Also Present: Trustees Bishop, Cunningham, Darby, Gage, Mulholland, Paquin, and Patenaude.

Officials Present:
D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Financial Services and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent - Administrative and Operational Services
M. Quinn, Superintendent of Schools - Lower City
N. Nicholls, Superintendent of Schools - Mountain
M. Matier, Assistant Superintendent of Schools - Mountain
S. Thompson, Assistant Superintendent of Schools - Lower City
F. Cooke, Assistant Superintendent - Program.

Mrs. Hill called the meeting to order noting regrets for not being able to attend were received from Trustees Johnston, Johnstone and Lowe. Mrs. Hill announced the tentative schedule of meeting dates for budget discussions.

GENERAL

NEW BUSINESS:

Update re 1996 Budget Estimates

Mr. Shewfelt reviewed Page 1, drawing attention to revised Revenue calculations. General Legislative Grant information has not yet been received from the Ministry.

Moved by Mr. Mulholland:

That the estimated increase of $12.4% in the local tax levy for educational purposes be reduced to reflect an increase no greater than 3%.

Moved in amendment by Mr. Stewart:

That the motion be tabled. CARRIED.

PRESENTATION OF SUPERVISORY OFFICERS' BUDGETS

Director of Education & Secretary

Mr. Goodridge presented Pages 1 and 2, noting Page 3 documents the Trustees' budget.

There were no questions.

Program Services

Miss Bond presented the report noting the $328,873 reduction. She proceeded to review Pages 29 to 45, identifying rationale for 1996 estimates and the individual program reports with cost recoverable expenditures or grants which exceeded expenditures.

Comments or suggestions included:

- a request that 1995 Actuals be included in the individual report summaries rather

than 1995 Budget figures
- that a letter be sent to the Ministry of Education and Training regarding the lack of promised funding for Common Curriculum documentation related to outcomes

Further information was requested as follows:
- details regarding the cost of $161,460 to enable 23 Learning Disabled Students to attend another Board
- 1995 Actual legal costs related to Safe Schools Policy
- Supplies and Services, requests for further details of costings related to all bullets
- Clarification of Cost Recoverable Salaries - Line 1 - Revenues and Expenditures by Superintendent
- Information re elementary versus secondary use of Program support teams/services/individual, i.e. percentage or "ballpark" figure
- Temporary Assistance - Adult and Continuing Education - 1995 Actuals and Revenues

In addition to providing explanations related to changes in budgets, officials also provided the following information during the discussion:
- Bus tickets supplied to Co-op students will be closely monitored
- Inservice now focusing on particular issues based on requests from schools
- Due to changes in provincial funding (non-resident fee $950), Summer School Credit Program may be reduced to one site - consultation with neighbouring boards to determine student numbers forecast
- impact of last year's downsizing on the department, i.e. 25.3 FTE staff reduced, Team Leaders related to integration of subjects/programs (Common Curriculum)

Superintendents of Schools (Elementary/Secondary)
Mrs. Nicholls presented the report, indicating that a new format for allocating resources to schools was developed (Pages 51 to 58). Mrs. Nicholls voiced her expectation that the budget overage will be reduced to zero.

Further information was requested as follows:
- total amount transferred from the Program Department budget to the Superintendents' budget
- Actual costs for 30 schools used as basis for formula and their budgets

Discussion elucidated further information regarding:
- the new allocation formula which included both a base and per capita allocation

Administrative Services
Two new pages were distributed for inclusion in the binder. [a summary of 1995/1996 budget goals and Page 19(b) containing revised figures for Page 19]

In response to questions, Ms. Gillie:
- referred to anticipated GEMS grants for computers (Page 22)
- explained increased computer leasing
- will review Off-site Parking charges
- requested an opportunity to further explain Vacation and Sick Time
- is prepared to bring further 1995 Actual information

Noting that Mr. Goodridge had to leave the meeting, it was moved by Miss Cunningham:

That Mr. Shewfelt be appointed Secretary Pro-Tem. CARRIED.

Further information was requested as follows:
- Cumulative total re costs associated with Integrated Information System - 1995

actuals and budget for this year - personnel costs - rental for main frame - additional information re Profs, Internet access etc.
- an additional page for Temporary Assistance not duplicated in the budget book

When Mrs. Hill requested a motion to continue past 11:00 p.m., it was

Moved by Mr. Gage:

That the meeting adjourn. CARRIED.

Mrs. Hill announced that the budgets of the Superintendents of Human Resources and Finance would be presented at the next meeting.

Read and confirmed,

.....
Chairman

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THE OPERATIONS AND FINANCE COMMITTEE
1996 04 09

Present: Chairman), Desmarais, MacDonald, Orban, Rogers and Stewart.

Present: Trustee Lowe.

Also Present: Trustees Bishop, Cunningham, Darby, Gage, Hicks, Mulholland and Paquin.

Officials Present:
D. Goodridge (Director of Education and Secretary)
P. Shewfelt (Superintendent of Financial Services and Treasurer)
E. Bond (Superintendent of Program)
R. Binns (Superintendent of Human Resources)
P. Gillie (Superintendent - Administrative and Operational Services)
N. Nicholls (Superintendent of Schools - M)ountain
M. Quinn (Superintendent of Schools - Lower City)
R. Lavoie (Superintendent of Schools - French as a First Language)
F. Cooke (Assistant Superintendent of Program)
M. Matier (Assistant Superintendent of Schools - Mountain)
S. Thompson (Assistant Superintendent of Schools - Lower City)

Mrs. Hill called the meeting to order, noting regrets for not attending were received from Trustees Lowe, Johnston and Johnstone.

GENERAL

Update on the General Legislative Grants
Mr. Shewfelt presented the revised 1996 Estimates Summary, noting the 1996 grants reduction of $3,173,513 with Education taxes increasing by 10.24%.

Mr. Hicks was advised that the information he requested on specific home to school transportation expenditures would be provided at the next meeting.

Introductory Comments from the Director
In providing an overview of the following presentation, Mr. Goodridge acknowledged the efforts of staff in facilitating this year's budget process.

Resource Management Strategy
Using an overhead projector, Mr. Thompson presented the revised "Thermometer" (Resource Management Strategy), noting the $16 million budget reduction to date. Mr. Matier then reviewed the recommendations arising from the Work Group/Other initiatives and the options available to achieve the reduction target. Mr. Thompson advised that his secretary offered to assist (with the use of her computer) in the computation of the dollar figures during the trustees' deliberations at the next meeting on the options outlined in the Resource Management Strategy Planner.

At this point, further information was requested on Printing costs, i.e. in-house and off-site printing jobs.

In response to questions, clarification was provided on the following issues:

·Early retirement incentive plan
·Travel allowance/mileage
·Noting an upcoming meeting on 1996 04 18 between the Ministry of Education and Training and neighbouring school boards, Mr. Goodridge anticipates that the issue of "flexibility" in dealing with education funding reduction will be addressed at that forum.

Moved by Mr. Hicks:

That the following recommendations relative to the Work Group Initiatives, as outlined in the Resource Management Strategy, be approved:

1. That Non-mandated Programs - Staffing formulae for Design and Technology, Family Studies, Guidance, Teacher Librarian be reduced by one-third. (46.6 FTE)

2. That the Board begin system planning for the implementation of the Consolidation of Schools immediately.

3. That the Junior Kindergarten program be eliminated effective September 1996 and that the Board begin the development of alternatives for September 1997 implementation. (61 FTE teachers; 50 FTE Educational Assistants)

4. That the Transportation of Special Education , excluding 10% of the budget for self-contained classes (for further review), be approved.

5. That Revenue Generation initiatives be implemented in January 1997.

6. That the Staffing Non-mandated programs in Secondary Schools (Secondary School restructuring initiative to consolidate Futures/Magnets/Ministry 4-year program/Program Consolidation) be implemented by September 1997.

7. That the following reduction in School Administration be approved:

a) Twin 14 elementary schools (7 FTE).
b) Reduction in Administrative Assistants (Secondary Schools) to .5 per site (2.5 FTE).

At this point in the meeting, Mr. Stewart requested separate voting for the recommendations and recorded voting for all motions considered tonight.

Non-Mandated Programs - Staffing Formula (Design and Technology/Family Studies/Guidance/Teacher Librarian)
In response to the members' concerns, Mrs. Nicholls clarified that program delivery will be facilitated through equitable staffing allocation, considerable flexibility and set guidelines in terms of the learning outcomes and accountability to meet the students' needs in these schools. It was emphasized further that parents' input/involvement, e.g. through the upcoming Parents' Council, will be considered.

Clause 1 was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Cunningham, Darby, Gage, Hicks, Hill, MacDonald and Orban; those opposed: Trustees Mulholland, Rogers and Stewart.

Consolidation of Schools
Moved in amendment by Mr. Mulholland:

That Clause 2 be tabled.

The amendment was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Cunningham, Hicks, Hill, MacDonald, Mulholland and Stewart; those opposed: Trustees Bishop, Darby and Rogers.

Elimination of Junior Kindergarten Program/Alternatives
Moved in amendment by Mrs. Bishop:

That Clause 3 be referred to the 1996 04 11 Special Meeting of the Operations and Finance Committee.

The amendment was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Darby, Gage, MacDonald, Mulholland, Orban and Rogers; those opposed: Trustees Cunningham, Hicks, Hill and Stewart.

Transportation of Special Education
Moved in amendment by Mrs. Bishop:

That Clause 4 be referred to the 1996 04 11 Special Meeting of the Operations and Finance Committee.

The amendment was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Cunningham, Desmarais, Gage, Hill, Paquin and Rogers; those opposed: Trustees Darby, Hicks, MacDonald, Orban and Stewart.

Revenue Generation
Clause 5 was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Cunningham, Desmarais, Gage, Hicks, Hill, MacDonald, Orban, Paquin, Rogers and Stewart; Trustee Darby abstained from the voting.

Staffing Non-Mandated Programs in Secondary Schools
Moved in amendment by Mr. Stewart:

That Clause 6 be tabled.

The amendment was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Cunningham, Darby, Desmarais, Gage, Hill, MacDonald, Paquin, Rogers and Stewart; those opposed: Trustees Hicks and Orban.

Reduction in School Administration
Moved in amendment by Mr. Darby:

That Clause 7 be referred to the 1996 04 11 Special Meeting of the Operations and Finance Committee.

The amendment was put to a recorded vote and was **LOST**. Those in favour: Trustees Bishop, Darby and Mulholland; those opposed: Trustees Hicks, Hill, MacDonald, Orban, Rogers and Stewart.

It was requested that Clauses 7a and 7b be considered separately.

Twinning of 14 Elementary Schools

Noting that the Officials were looking at schools with an enrolment less than 250 students, Mr. Mulholland challenged that consideration of altering a school's administrative structure was against Board's Consolidation of School Accommodation Policy.

Mr. Goodridge read the pertinent section from the policy (Stage I, Clause 2).

That Chairman ruled that Mr. Mulholland's objection was specific to the school closures and not the restructuring of a school's administration.

Mr. Mulholland challenged the Chair's ruling and it was **Lost**.

Mr. Stewart challenged the Chair's ruling that naming the schools is an in-camera item.

The challenge was put to a vote and was **Carried**.

Mrs. Nicholls provided the following schools (and their respective enrolment) which are recommended for twinning:

Schools	Enrolment
Allenby	122
Central	152
Fairfield	237
King George	241
Lloyd George	234
Queen Victoria	238
Red Hill	249
Robert Land	244
Strathcona	175
Fernwood	248
Holbrook	238
Linden Park	241
Ryckman's Corners	140
Seneca	235

The officials were requested to bring back a role description for "twinned school" principal at the next meeting.

Clause 7a was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Cunningham, Darby, Gage, Hicks, Hill, MacDonald, Orban, Rogers and Stewart; Trustee Mulholland abstained from the voting.

Reduction in Administrative Assistants (Secondary)
Clause 7b was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Cunningham, Darby, Gage, Hicks, Orban and Stewart; those opposed: Trustees Bishop, Hill, Mulholland and Rogers.

French Immersion
Moved by Mr. Darby:

That no further action be taken with respect to the elimination of French Immersion during the 1996 budget process.

The motion was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Darby, Gage, Hicks, Hill, MacDonald, Mulholland, Orban, Rogers and Stewart; Trustee Cunningham opposed.

Outdoor Education, Co-operative Education, Athletics and Instrumental Music
Moved by Mrs. Bishop:

That no further action be taken with respect to the elimination of Outdoor Education, Co-operative Education, Athletics and Instrumental Music.

In response to a question, the members were advised that the total cost of these programs is $201,259 and that this has no implication with the Supervisory Officers' Variable Reductions (Consumables, Capital/Contractuals/Other).

Moved in amendment by Ms. Orban:

That this motion be referred to the 1996 04 11 Special Meeting of the Operations and Finance Committee. **LOST**

Moved in amendment by Mr. Darby:

That Outdoor Education and Co-operative Education be deleted from the motion.

The amendment was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Cunningham, Darby, Gage, Hicks, Orban and Rogers; those opposed: Trustees Bishop, MacDonald, Mulholland, Paquin and Stewart.

The motion, as amended, was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Cunningham, Darby, Hicks, MacDonald, Mulholland, Orban, Paquin, Rogers and Stewart; Trustee Gage opposed.

Other Initiatives
Second Semester Reduction in Secondary School Teachers
Moved by Mr. Darby:

That the Second Semester Reduction in Secondary School Teachers be reflected in the revised 1996 Estimates Summary for presentation to the Board at the 1994 04 11 Special Meeting of the Operations and Finance Committee.

The motion was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Cunningham, Darby, Desmarais, Gage, Hicks, MacDonald, Mulholland, Orban, Paquin, Rogers and Stewart.

Supervisory Officials' Variable (Consumables/Capital/Contractuals/Other) Reductions
Moved by Mr. Darby:

That the $2.298 million reduction in the Supervisory Officers Variable (Consumables/Capital/Contractuals/Other) line be accepted, subject to a report coming to the Committee by the week of 1996 04 15, and that this reduction be reflected in the revised 1996 Estimates Summary.

The motion was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Cunningham, Darby, Desmarais, Hicks, MacDonald, Orban and Rogers; those opposed: Trustees Bishop, Gage, Mulholland and Paquin.

Prior to adjournment, Mr. Binns advised that the report regarding overtime and replacement coverage costs for caretakers and cleaners will be presented at the next meeting.

Moved by Miss Cunningham:

That this Committee meet in-camera. **CARRIED**

The meeting then adjourned.

Read and confirmed,

_____
CHAIRMAN

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)F THE SPECIAL MEETING OF THE ONS AND FINANCE COMMITTEE
1996 04 04

Present: Trustees Hill (Chairman), Desmarais, MacDonald, Orban, Rogers and Stewart.

Not Present: Trustee Lowe

Also Present: Trustees Bishop, Cunningham, Darby, Gage, Hicks, Mulholland, Paquin and Patenaude.

Officials Present:
D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Financial Services and Treasurer
R. Binns, Superintendent of Human Resources
N. Nicholls, Superintendent of Schools - Mountain
M. Matier, Assistant Superintendent of Schools - Mountain
S. Thompson, Assistant Superintendent of Schools - Lower City
F. Cooke, Assistant Superintendent - Program.

Mrs. Hill called the meeting to order noting regrets for not being able to attend were received from Trustees Lowe, Korz, Johnstone and Johnston. She then outlined the procedure to be followed this evening - that no motions would be entertained on the reports being presented.

Prior to addressing the agenda items, responses on the following issues were provided as follows:
✧ Revenue Generation - intent is to first share the report of the consultant
✧ Central Administration - appropriate recommendations will be brought to an in-camera Personnel and Organization Committee
✧ Length of School Day - no further deliberations at this stage
✧ Transportation other than Special Education - awaiting decision on Special Education transportation, as information needed for negotiations with carriers
✧ Adult and Continuing Education Annual Report - Grants cut. Costing segment is included in this package with the complete Annual Report to the Program Committee in May.

When Mrs. Bishop questioned whether officials would bring recommendations as there were none contained in these reports, Mrs. Hill noted the decisions were political and the responsibility of trustees. Upon her wondering which of the alternatives were the most viable, it was suggested that trustees should ask specific questions for clarification.

Mr. Mulholland added his disappointment that issues such as the Mill Rate and length of school year were not addressed. He emphasized that no decisions should be made until the issue of an Early Retirement Incentive Plan was resolved.

NEW BUSINESS:
PRESENTATIONS - WORK GROUP INITIATIVES
Dr. Cooke offered the following comments relative to the Work Group Reports:

French Immersion in elementary schools
- costing provided only applies if Norwood School is not used for another purpose
- Page 13, bolded section of Note 14 re transportation
Outdoor Education in elementary and secondary schools
- Page 21 outlines costing; decision to eliminate does not create savings.

Athletics in Elementary and Secondary Schools
- Page 93, Alternative #1, estimated changes revised to $168,500
Junior Kindergarten
- Provincial Grants have been reduced; therefore, possible savings have increased

French Immersion
It was clarified that, similar to other programs, elimination of this program would result in the loss of the French Immersion grant and revenues for non-resident students; however, the majority of the General Legislative Grants would not be affected as long as students remain in the system.

Discussion surfaced the following information:
- Norwood is presently filled to capacity, with some students accommodated in portables
- savings generated mainly by closure of the school and reduction of a principal position
- there is limited middle school accommodation available on the west mountain, although there is more space available in the Junior Kindergarten to Grade 5 schools.
- a loss of more than 40 students negates savings
- no mountain French Immersion school has fewer than 200 students; information on lower city enrolment requested

As Mrs. Hill had to leave the meeting for a short period of time, Mr. Stewart assumed the chair.

Additional comments surfaced as follows:
✧ transferring French Immersion Junior Kindergarten enrolment to a student's home school could bolster enrolment
✧ consideration must be given to a "phase out" period for this program
✧ costing done on the basis of eliminating the program, but does include actual relocation costs and new supplies

Outdoor Education in Elementary / Secondary Schools
Trustees were advised that:
✧ the Transportation allocation (reduced from $65,000 to $35,000) is used to help defray bus costs
✧ the three alternatives outlined are in the early stages of exploration by Ms. Green-Gibson, Project Team Leader, Student Services and Community Linkage

Library Services in Elementary Schools
Information detailing the difference between a Teacher-Librarian and Technician are on Page 28

An explanation was requested of the additional alternative to remove 1 F.T.E.(full-time equivalent) which is common to several of the non-mandated programs. Dr. Cooke advised that two approaches were considered relative to a reduction in non-mandated programs: a) a system-wide approach to eliminate a program or b) not predetermine the non-mandated program under the staffing formula which would allow schools to determine which non-mandated programs to offer. Principals have indicated their preference for the second alternative rather than a system-wide elimination of a program.

In discussing the potential impact on the Pupil-Teacher Ratio, Mr. Binns clarified that PTR's should remain unaffected in middle schools as the reductions will affect support staff (i.e. Advisor program, Music, Family Studies, Guidance, Design and Technology, Junior Kindergarten etc.) - those added to the formula in addition to class loads. He provided the following numerical examples of reduced PTR's based on a determination to remove a fixed number of elementary teachers:

Lloyd George -50 = 12.8 PTR -100 = 12.5 PTR -150 =12.1 PTR -200 =11.8 PTR
R. A. Riddell -50 = 32.3 PTR -100 = 31.0 PTR -150 = 29.7 PTR -200 = 28.5 PTR
It would be the principal's responsibility to reduce without impacting regular classes or PTR if possible, taking into consideration the needs of the community plus the strengths and weaknesses in staff/programs.

Further information was requested relative to:
✧ the ramifications of these two choices and implications at the school level
✧ the calculation of release time that would equate to 1 FTE reduction
✧ a list of Teacher-Librarians and FTE, school-by-school information and information relative to middle school class sizes

Further clarification was offered:
✧ it is critical that changes in delivery of these programs still address learning outcomes
✧ should a reduction the formula result in an increase in average class size, agreement of the Federation would be sought; however, reductions occuring in non-mandated programs without increasing class size would not require their approval.

Trustees further commented that should schools be given the right to determine what non-mandated programs to offer:
✧ more flexibility regarding school boundaries is required
✧ schools would have to keep parents informed of the proposed staffing and programming being offered

Guidance in Elementary Schools
Dr. Cooke explained the Grant (Note 6), Page 41 and offered to recheck the calculation for Note 7.

A request was made for information relative to the history of Guidance Counsellors in our system.

Family Studies in Elementary Schools
Dr. Cooke offered that the concept of a user fee was presented for consideration and that he would need direction from trustees before calculating an amount. Trustees' comments indicated there was no interest in pursuing this concept in middle schools.

Asked to explained Alternative #3, Mr. Binns stated that presently Family Studies and Design & Technology classes are split and and an increase in the PTR would result in an approximate savings of one teacher per middle school. The reduction would affect those particular classes through program delivery adjustments to accommodate increased class sizes.

Dr. Cooke offered to photocopy the recommended time frame for this subject as stipulated in OSIS; presently students receive 80-100 minutes per week.

At this point in the meeting, Mrs. Hill returned and assumed the Chair.

Responding to questions, Dr. Cooke outlined the posting process contained in the Collective Agreement. Ms. Sims, Teacher Staffing Co-ordinator, anticipates a shortage of qualified elementary teachers for Family Studies and Design & Technology in the near future due to the seniority of present teachers. Alternately, Music teachers tend to have lower seniority and layoffs could compound staffing difficulties.

Instrumental Music in Elementary Schools

Mr. Binns admitted that a reduction of X number of teachers could possibly eliminate music programs in half the sites due to a lack of qualified teachers through low seniority. The following implications were noted:
✧ the difficulty of providing a universal Music program without specialist personnel
✧ a review of teachers' qualification may reveal those with credentials to teach music but who are presently teaching another subject
✧ identification of sites to provide a music program under such circumstances would be done in conjunction with staff and community

Further comments from staff indicated:
✧ Common Curriculum outcomes relate to Music, not Instrumental Music
✧ under the Collective Agreement, teachers may be retained out of order if they have a required specialist qualification, of which Instrumental Music is one.

A further suggestion was made to compromise between elementary and secondary schools to provide Instrumental Music.

Athletics in Elementary and Secondary Schools
Mrs. Bishop indicated her appreciation for the similar layout and clarity of information provided in this and the other reports.

Co-operative Education
Dr. Cooke clarified that the Jackson Square and Limeridge Mall programs are instructional programs, not co-op programs for which students receive a secondary school credit.

Alternatives to Junior Kindergarten
In response to questions about future grants, Mr. Goodridge quoted the following: 1995 grants = $2,322 per pupil - 1996 grants = $1,628 - 1997 = $699, subject to change by provincial budget.

Citing the possibility of an alternative program under the Umbrella Board, Dr. Cooke intimated the uncertainty of their ability to have 65 sites prepared for September.

Adult and Continuing Education
Dr. Cooke advised that the Annual Report and recommendations would be presented to the May Program Committee meeting. Although grant information has only recently been received, he reported there are implications for summer school, i.e. non-residents students which would impact on enrolment and number of sites.

A request was made that alternatives be considered for programs with a substantial decline in revenue, i.e. Adult students in Day School (age +21).

Consolidation of Schools
Mr. Goodridge presented this preliminary report which analyzes the cost to deliver education based on school size. Four Appendices are attached:
Appendix 1 - Elementary - Cost/Student and School Size
Appendix 2 - Comparison of Elementary Schools by Organizational Structure
Appendix 3 - Secondary - Cost/Student and School Size
Appendix 4 - Projected Enrolments to 2001 - indicates a decrease in secondary enrolment and a projected increase in elementary enrolment to the year 2001.

Two other factors which impact are the elimination of OAC and the change in dates upon which grants will be calculated [09 30 to 10 31 and 02 28 to 03 31]. While not identifying particular schools, Mr. Goodridge advised a savings potential of $12 million through consolidation of schools and programs. Specific scenarios would be compiled at the trustees' request.

Initial questions focused on the rationale for this report being brought to budget rather than through the Accommodation Report. One trustee noted that this concept had been discussed at the Budget Analysis Committee and a report requested.

Concerns were raised in the following areas:
✧ Policies are in place with respect to the minimum number of students for school closure and the time frame in which schools can be closed (18 months). It was also noted that this Policy has been suspended in the past in order to "speed up" the closure process
✧ Proposed closure of two vocational secondary schools by placing programs and students in a composite school thereby creating a "school within a school"
✧ Based on the data provided, several trustees expressed reservation that this is purely a mathematical concept with no system-wide approach to implementation but rather a focus on schools in one area

Trustees' comments in favour of this concept:
✧ applauded the "big picture" and long-range planning aspect of such a document
✧ the benefits of similar information for all three Boards, such co-operation would make education delivery more efficient and save construction costs
✧ a school could be closed and still be used for an alternative purpose

Other comments included:
✧ would like to see more consolidation between schools and Federations
✧ Collective Agreements would not be impacted if programs are moved (individual schools not identified)

Further information was requested as follows:
✧ that the enrolment data be extended to the year 2006 to reflect the anticipated secondary increase after 2001.

Transportation - Special Education
When Mrs. Bishop queried the Conclusions cited on Page 135, she was advised this was an attempt to avoid a "blanket" policy. Although a thorough analysis was not conducted, Mr. Thompson acknowledged that some programs will remain as at present.

Questioned about how it was determined that ten percent was sufficient to meet the needs of self-contained classes, Mr. Thompson advised ten percent was an estimate for two programs in particular.

Mr. Thompson drew attention to the following revised grant information:

Page 135	Sept-Dec 1996 - change $618,530 to $679,752
	Jan.-Dec. 1997 - change $1,451,347 to $1,687,784
Page 138	Jan.-Dec. 1997 - change $1,018,118 to $1,254,550

Day School - over 21 year olds

Dr. Cooke provided information relative to student numbers, grant rate ($2,257) and the requirement to take three courses to be "Full Time Equivalent". He concluded that the intent would be to place adults in available class spaces first, then Adult & Continuing Education. A revised costing has not yet been calculated.

Employee Benefits

Ms. Russon stated that finalized figures were not available from the Ontario Public School Boards' Association (OPSBA) to date. She advised that two proposals from Foxmeyer (OPSBA) and Shared Health Services (Great West Life) only related to the drug portion of the extended health plan. Neither will affect Collective Agreements.

The meeting then adjourned.

Read and confirmed,

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Chairman

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MINUTES OF THE
HE OPERATIONS AND FINANCE COMMITTEE
1996 04 16

Present: Trustees Hill (Chairman), Desmarais, MacDonald, Orban, Rogers and Stewart.

Not Present: Trustee Lowe.

Present Also: Trustees Bishop, Cunningham, Darby, Gage, Hicks, Johnstone, Korz, Mulholland, Paquin and Patenaude.

Officials Present:
D. Goodridge (Director of Education and Secretary)
P. Shewfelt (Superintendent of Financial Services and Treasurer)
E. Bond (Superintendent of Program)
R. Binns (Superintendent of Human Resources)
P. Gillie (Superintendent - Administrative and Operational Services)
M. Quinn (Superintendent of Schools - Lower City)
N. Nicholls (Superintendent of Schools - Mountain)
R. Lavoie (Superintendent of Schools - French as a First Language)
F. Cooke (Assistant Superintendent of Program)
S. Thompson (Assistant Superintendent of Schools - Lower City)
M. Matier (Assistant Superintendent of Schools - Mountain)

Mrs. Hill called the meeting to order, noting regrets for not attending were received from Trustees Lowe and Johnston.

At this point, revised copies of the Resource Management Strategy "Thermometer"/Planner were distributed to the trustees [see attached].

Mrs. Hill drew the members attention to budget information contained in a memo from the Director which was earlier provided to all trustees to facilitate the budget deliberations this evening [see attached].

Mr. Shewfelt presented the Status of 1996 Estimates.

At this point, Mr. Stewart requested recorded voting for all motions considered tonight.

GENERAL

BUSINESS ARISING FROM THE MINUTES:

Transportation - Special Education/Report re Transportation Expenditures Analysis

Mrs. Hill recalled that the 1996 04 11 Special Meeting of this Committee adjourned with the following motion still on the floor:

Moved by Mr. Hicks:

That the Transportation of Special Education, excluding 10% of the budget for self-contained classes (for further review), be approved.

Ms. G. Christmas, Transportation Officer, reviewed the report and then responded to the members' questions.

Clarification was provided on the following areas:
•Implementation Plan/Team
•Comprehensive classes/Identification, Placement and Review Committee

The motion was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Cunningham, Darby, Desmarais, Gage, Hicks, Hill, MacDonald, Mulholland, Paquin, Patenaude, Orban, Rogers and Stewart; Trustee Korz was opposed.

Surplus Analysis
Ms. I. Polidori, Manager - Financial Services, reviewed Pages 167 to 174 of the Budget Deliberation Reports.

No discussion ensued.

Early Retirement Incentive Plan (ERIP)
The following reports were distributed to the trustees: (a) Early Retirement Incentive Plan for all Board Employees and (b) ERIP Costing [see attached].

Moved by Mr. Mulholland:

That an Early Retirement Incentive Plan for all Board employees be approved.

Mr. Desmarais called the question and it was **Carried**.

The motion was put to a recorded vote and it was **CARRIED** unanimously.

Ms. Russon, Employee Relations Manager, reviewed the ERIP costing and responded to questions.

When the members expressed their concerns with the Plan's impact on the 1996 budget, it was

Moved by Mr. Mulholland:

That the appropriate amount for the ERIP program be allocated from the Retirement Gratuity.

The members felt the motion should define the cost details, particularly in relation to the Retirement Gratuity Reserve.

Mr. Mulholland was permitted to withdraw his motion.

Following some discussion, it was

Moved by Mr. Mulholland:

That an Early Retirement Incentive Plan be approved at an estimated cost to the Board of $2.2 million and that the current funds of $3 million allocated to supplement the Retirement Gratuity Reserve be reduced to $800,000 and that the savings accrued up to a maximum $2.2 million be used to supplement the Reserve.

Mr. Shewfelt affirmed the intent of the motion will not impact on the mill rate.

Mr. Stewart called the question and it was **Carried**.

The motion was put to a recorded vote and was **CARRIED** unanimously.

Trustee Mulholland's "tabled" motion re $80 Million Proposal

Moved by Mr. Mulholland:

That the motion regarding the $80 million Proposal be lifted from the table. **LOST**

ELEMENTARY/SECONDARY

BUSINESS ARISING FROM THE MINUTES:
Report re Reduction of Seven Elementary School Principal Positions: Alternatives to Twinning [It was noted this item should be considered under Elementary/Secondary.]
Mrs. Nicholls presented the Report [see attached] and then responded to questions.

Mrs. Bishop felt the previously approved motion on the reduction of seven (7) full-time equivalent principal positions should be rescinded prior to consideration of the recommendations in the Report before the members tonight.

Moved by Mrs. Bishop:

That the following motion be rescinded:

That the following reduction in School Administration be approved:

a) Twin 14 elementary schools (7 FTE).

The question was called and **Carried**.

The motion was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Darby, Gage, Hicks, Hill, Korz, Mulholland, Orban and Rogers ; those opposed: Trustees Cunningham, MacDonald and Stewart; Trustee Johnstone abstained from the voting.

There was agreement to incorporate the following with the recommendations in the Report:

a) savings for the 1996 budget from the reduction of six principal positions
b) a plan detailing the schools involved/assignment of principals/vice-principals in the twinning be brought back to the June 1996 meeting of this Committee for information and decision.

Moved by Mrs. Bishop:

That the following recommendations in the Report regarding Reduction of Seven Elementary School Principal Positions: Alternatives to Twinning be approved:

1. That a reduction of six principal positions effective September 1996 be achieved through a combination of twinning schools and campus concept reallocating existing principal/vice-principal resources at a savings of $214,172 in the 1996 budget.

2. That following the announcement of retirements (May 31, 1996), a plan detailing the schools involved and the assignment of principals/vice-principals be brought back to the Operations and Finance Committee for approval in June 1996.

3. That following a review of the teaching principal concept for small schools, a future report be shared with trustees outlining a plan for the utilization of existing principal/vice-principal resources (effective September 1997).

Mr. Darby called the question and it was **Carried**.

Mr. Stewart requested the recommendations be voted on separately.

Clause 1 was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Darby, Gage, Hicks, Hill, MacDonald, Orban, Rogers and Stewart; those opposed: Trustees Cunningham, Korz, Johnstone and Mulholland.

Clause 2 was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Cunningham, Darby, Gage, Hicks, Hill, MacDonald, Mulholland, Orban and Rogers; those opposed: Trustees Johnstone, Korz and Stewart.

Clause 3 was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Gage, Hicks, Hill, Korz, MacDonald, Mulholland, Orban ,Rogers and Stewart; those opposed: Trustees Cunningham, Darby and Johnstone.

GENERAL

Report of Supervisory Officials
(a) Variables - $2.2 million reduction
Moved by Mrs. Bishop:

That the amounts of $267,889 for Books, Films and Software (Superintendent of Schools) and $40,000 for Bursaries and Student Aid (Program Services) be replaced in the 1996 Budget.

The motion was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Cunningham, Desmarais, Gage, Hicks, Hill, Johnstone, Korz, MacDonald, Patenaude, Rogers and Stewart; those opposed: Trustees Orban and Paquin; Trustee Darby abstained from the voting.

In response to Mr. Korz' request, Mrs. Nicholls agreed to bring back information regarding pre-1995 reductions relating to Books, Films and Software.

(b) Report re 1996 Budget - Transfer of Funds Between Supervisory Officers
It was agreed:

That the Report re 1996 Budget - Transfer of Funds Between Supervisory Officers be received for information.

(c) Responses to questions raised during presentation of Supervisory Officers' Budgets
Ms. Gillie distributed and reviewed an information sheet on "Further Information to 1996 Estimates for Administrative and Operational Services" [see attached] and then responded to questions .

Clarification was provided on software for Payroll Budget Analysis and Transportation consortium.

(d) Occasional Teachers - requested by Trustee Darby
An information sheet on "Supply Teacher Budget Line" [see attached] was distributed to the members.

Moved by Mr. Darby:

That the 1996 budget for Occasional Teachers be reduced by $500,000.

The motion was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Cunningham, Darby, Desmarais, Gage, Hicks, Hill, MacDonald, Mulholland, Paquin, Orban, Rogers and Stewart; opposed: nil; Trustee Patenaude abstained from the voting.

Lay-offs - Impact on Program
No discussion.

Referrals
(a) FTE SALEP Position
Miss Bond provided background information.

Moved by Canon Rogers:

That a full-time equivalent position for SALEP be approved.

The motion was put to a recorded vote and was **LOST**. Those in favour: Trustees Desmarais, Johnstone, Korz, , MacDonald, Orban and Rogers; those opposed: Trustees Cunningham, Darby, Hicks, Hill, Mulholland, Paquin and Stewart.

Actuarial Report
Moved by Mr. Stewart:

That the following recommendation in the Report re Wyatt Company Report - Actuarial Study on the Retirement Gratuity Reserves be approved:

(a) That the Board undertake further actuarial reviews of the Retirement Gratuity Reserves every five years.

The motion was put to a recorded vote and was **CARRIED** unanimously.

Trustees' Budget
Moved by Mr. Mulholland:

That the Trustees' budget be flatlined by $31,539 (10.3%) of the 1995 Actuals, excluding Repairs Furniture - Equipment and Board Committee Meetings.

Moved in amendment by Mr. Korz:

That the Trustees - Variable Expenditures be reduced by 10% for the 1996 budget.

Mr. Korz clarified his intent to reduce evenly across off 1996 budget estimates on the variables.

Moved in amendment to the amendment by Mr. Gage:

That the Trustees' budget be reduced by $16, 565 (5.6%); this reduction will be realized by reducing:

Travel Expense by $350
Personnel Training by $12,421
Books, Films and Software by $119
Repairs Furniture - Equipment by $800 (increase)
General Supplies by $234
Board Minutes by $2,000
Board Committee Meetings by $1,000
Printing by $196
Miscellaneous by $1,045

Total Variable Expenditure Budget will be $58,000.

Mr. Darby challenged the Chair in accepting the amendment to the amendment and it was **Lost**.

The question was called and it was **Carried**.

The amendment to the amendment was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Cunningham, Desmarais, Gage, Hill, Johnstone, Korz, MacDonald, Orban, Patenaude, Rogers and Stewart; those opposed: Trustees Darby, Hicks, Mulholland and Paquin.

Mr. Hicks requested the minutes show his support for the original motion.

Mr. Desmarais called the question and it was **Carried**.

The motion, as amended, was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Cunningham, Desmarais, Gage, Hill, Johnstone, Korz, MacDonald, Orban, Patenaude, Rogers and Stewart; those opposed: Trustees Darby, Hicks, Mulholland and Paquin.

ELEMENTARY/SECONDARY

Alternatives to Junior Kindergarten
Moved by Mr. Mulholland:

That no further action be taken regarding Alternatives to Junior Kindergarten.

Mrs. Hill did not accept the motion, noting the following referred motion from the previous meeting.

Moved by Mr. Hicks:

That the Junior Kindergarten program be eliminated effective September 1996 and that the Board begin the development of alternatives for September 1997 implementation.

Mr. Mulholland called the question and it was **Carried**.

The motion was put to a recorded vote and was **LOST**. Those in favour: Trustees Cunningham, Hicks and Korz; those opposed: Trustees Bishop, Darby, Gage, Hill, Johnstone,MacDonald, Mulholland, Orban, Rogers and Stewart.

Mr. Goodridge assured the members that the registration for the Junior Kindergarten program will be facilitated in time for September.

Other Considerations
Lunchroom Program
Moved by Ms. Orban:

That the Lunchroom Supervision be eliminated effective September 1996.

The motion was put to a recorded vote and was **LOST**. Those in favour: Trustee Orban; those opposed: Trustees Bishop, Cunningham, Gage, Hicks, Hill, Johnstone,Korz, MacDonald, Mulholland, Paquin, Patenaude, Rogers and Stewart.

Day School Program (Over 21-Year Old Students)
Ms. Russon provided background information.

Moved by Mr. Stewart:

That 17.5 FTE teachers in the Day School Program for over 21-year old students be removed from the 1996 budget.

The motion was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Cunningham, Darby, Gage, Hicks, Hill, Johnstone, Korz, MacDonald, Rogers and Stewart; opposed: nil; Trustees Mulholland and Orban abstained from the voting.

GENERAL

Other Considerations
Equity Co-ordinator
Moved by Mr. Korz:

That the Committee meet in-camera to consider this item. **LOST**

Moved by Mr. Korz:

That the .5 FTE position of Equity Co-ordinator be eliminated effective 1996 06 30.

The question was called and it was **Carried**.

The motion was put to a recorded vote and was **LOST**. Those in favour: Trustee Korz; those opposed: Trustees Bishop, Darby, Desmarais, Gage, Hicks, Hill, MacDonald, Orban, Paquin, Patenaude, Rogers and Stewart. Trustees Cunningham and Johnstone abstained from the voting.

NEW BUSINESS:
Recommendations of the Director
Moved by Mr. Darby:

That the recommendations of the Director of Education be approved. **CARRIED**

ELEMENTARY/SECONDARY

NEW BUSINESS:
Recommendations of the Director
Moved by Mr. Darby:

That the recommendations of the Director of Education be approved. **CARRIED**

GENERAL

Mill Rate
At his point, several trustees expressed concern with the outcome of the budget deliberations this evening. Noting the Board has not been able to address the major budget issues for the long-term and the continuing financial difficulties in the coming years, they felt that staff, parents and the community should be aware of the need to "do business differently" at this time.

Moved by Mr. Stewart:

That the mill rate for 1996 be set at an increase of 3.56%.

Moved by Mr. Hicks:

That this Committee continue to meet past 23:00 hours. **CARRIED**

Expressing her concerns with the serious implications of higher tax burden for the ratepayers, it was

Moved in amendment by Miss Cunningham:

That the mill rate for 1996 be set at an increase of 2%.

Moved in amendment to the amendment by Ms. MacDonald:

That this issue be tabled to the next meeting. **LOST**

The amendment was put to a recorded vote and was **LOST**. Those in favour: Trustees Cunningham, Desmarais, Johnstone, Korz, Orban and Paquin; those opposed: Trustees Bishop, Darby, Gage, Hicks, Hill, MacDonald, Mulholland, Patenaude, Rogers and Stewart.

The motion was put to a recorded vote and was **LOST**. Those in favour: Trustees Bishop, Darby, Gage, Mulholland, Patenaude, Rogers and Stewart; those opposed: Trustees Cunningham, Desmarais, Hicks, Hill, Johnstone, Korz, MacDonald, Orban, Paquin.

The meeting then adjourned.

Read and confirmed,

_____
CHAIRMAN

rt

atts.

Resource Management Strategy

16 m.*

Sept.-Dec. 1996

?

Jan.-Dec 1997

Mill Rate

$ $6,575,511 (4.21%)

Contract Negotiations

$5,000,000

$ 8,412,959

	F.T.E. '96	1996 Sept.-Dec.	1997	F.T.E. '97

Other Initiatives

$ 9,430,489

$ 26,311

$5,142,890

	F.T.E. '96	1996 Sept.-Dec.	1997	F.T.E. '97
■ Day School - over 21 yr. olds	27.5	$ 346,664	$ 1,517,065	
■ Employee benefits—Proposal from carrier.		$ 40,000	$ 100,000	
■ Reduction in Central Admin. costs:				
(a) Fin./H.R./Plant	TBD	TBD	TBD	
(b) Program	3	$ 84,000	$210,000	
■ ERIP (with replacement costs included) (87 Factor—based on 30% acceptance)		$ - 437,653	$ 1,391,888	
■ S.O. French Lang. (jurisdiction)		$ 77,300		
■ S.O. variable (Consumables/Capital/ Contractuals/Other) reductions.		$ 2,121,000	θ	
■ 2nd semester reduction in sec. teachers	21	$1,042,346	$1,158,507	
■ Reduction in School Admininstration				
(a) Twin 14 Elementary Schools	7	$ 249,172	$ 622,930	
(b) Reduction in A.A.'s (Sec.) to .5 per site	2.5	$ 57,000	$ 142,500	

Work Group Initiatives

$1,414,747

$15,875,559

	F.T.E. '96	1996 Sept.-Dec.	1997	F.T.E. '97	
■ Non-mandated programs-Staffing formulae for (DT/FS/Guid./Tea.Librar.) reduced by 1/3.	46.6	$ 799,671	$ 1,999,178	46.6	
■ Consolidation of Schools. Begin system planning for implementation immediately.		θ	TBD		Tabled
■ Alternatives for J.K. (Eliminate effective Sept. 96. Begin development of alternatives-Sept.97 implementation)	61 tea. 50 E.A.'s	$ 802,970	$ 2,357,375		
■ Transportation of Special Ed.		$ 611,777	$ 1,519,006		
■ Revenue generation (implementation Jan.97)		θ	$10,000,000		
■ Staffing non-mandated programs in Secondary Schools (Sec. School restructuring initiative to consolidate Futures/Magnets/ Ministry 4-yr. program/Program consolidation) Sept.97 implementation		θ	TBD		Tabled

$29,390,186

N.B. (1) F.T.E. figures are estimates only.
(2) Due to potential duplication, each initiative stands on its own —actual savings/F.T.E. will be adjusted as decisions are made.

/mbratkov
Revised April 15, 1996

Resource Management Strategy

Planner				
Components	**Current Status**	**Option**	**Option**	**Option**
Mill Rate	$6,575,511 (4.21%)			
Contract Negotiations	$5,000,000			
Other Initiatives	$3,630,818			
Work Group Initiatives	$ 799,671			
TOTALS	**16.0 *m***	**16.0 *m***	**16.0 *m***	**16.0 *m***

The Board of Education for the City of Hamilton
Le Conseil de l'éducation de la ville de Hamilton

100 Main Street West
Hamilton, Ontario
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Director of Education & Secretary | **Directeur de l'éducation et secrétaire**

1996 04 16

To: All Trustees

At the request of the Chairman of the Operations and Finance Committee, the attached information is provided to facilitate the budget deliberations this evening.

Yours truly,

R. Millar

D. W. Goodridge
Director of Education and Secretary

Mailing Address
P.O. Box 2558
Hamilton, Ontario
L8N 3L1

Adresse postale
C.P. 2558
Hamilton (Ontario)
L8N 3L1

STATUS OF 1996 ESTIMATES

Reductions Required to Achieve a 0% Increase in Mill Rate at 96 04 09 **$16,006,000**
(Taxes $ 1088.20, Increase $101.07, 10.24%)

Date	Description	Reductions F.T.E.	Reductions $	
Apr 9, 1996	Non-Mandated Programs - Staffing Formula	(46.60)	(799,671)	
"	Twin 14 Elementary Schools	(7.00)	(249,172)	
"	Reduction in A.A.'s (Sec) to .5 per site	(2.50)	(57,000)	
"	Second Semester Reduction in Sec. Teachers	(21.00)	(1,042,346)	
"	S.O. Variable Expenditures	5(3.00)	(2,298,300)	
		(80.10) 2	(4,446,489)	(4,446,489)
Reductions Required to Achieve a 0% Increase in Mill Rate at 96 04 11				**$11,559,511**
Apr 11,1996	Contract Negotiations	TBD	(5,000,000)	(5,000,000)
Reductions Required to Achieve a 0% Increase in Mill Rate at 96 04 15				**$6,559,511**
Apr 15, 1996	Adjustment to Apr 9/96 S.O. Expenditures		16,000	16,000
Reductions Required to Achieve a 0% Increase in Mill Rate at 96 04 16				**6,575,511**

BUDGET $ CHANGES AND THE IMPACT ON A $5,000 ASSESSMENT - 1996

EXPENDITURE BUDGET	INCREMENTS INCREASE (DECREASE)	REMAINING REDUCTION TO HIT $0	TAXES	INCREASE OVER 1995 $	%
$259,566,322	$0	$6,575,511	$1,028.65	$41.52	4.21%
$259,251,322	($315,000)	$6,260,511	$1,026.66	$39.53	4.00%
$258,851,322	($715,000)	$5,860,511	$1,024.14	$37.01	3.75%
$258,456,322	($1,110,000)	$5,465,511	$1,021.64	$34.51	3.50%
$258,066,322	($1,500,000)	$5,075,511	$1,019.18	$32.05	3.25%
$257,676,322	($1,890,000)	$4,685,511	$1,016.72	$29.59	3.00%
$257,286,322	($2,280,000)	$4,295,511	$1,014.25	$27.12	2.75%
$256,896,322	($2,670,000)	$3,905,511	$1,011.79	$24.66	2.50%
$256,506,322	($3,060,000)	$3,515,511	$1,009.33	$22.20	2.25%
$256,116,322	($3,450,000)	$3,125,511	$1,006.87	$19.74	2.00%
$255,336,322	($4,230,000)	$2,345,511	$1,001.94	$14.81	1.50%
$254,556,322	($5,010,000)	$1,565,511	$997.02	$9.89	1.00%
$253,923,742	($5,642,580)	$932,931	$993.02	$5.89	0.60%
$253,776,322	($5,790,000)	$785,511	$992.09	$4.96	0.50%
$252,990,811	($6,575,511)	$0	$987.13	$0.00	0.00%

EDUCATION TAXES APPLIED ON PROPERTY ASSESSMENT

1995

RESIDENTIAL PROPERTIES WERE TAXED FOR EDUCATIONAL PURPOSES AT A RATE OF 19.74 CENTS FOR EACH $1.00 OF PROPERTY ASSESSMENT.

USING THE AVERAGE $5000 ASSESSED HOME, EDUCATION TAXES TO BE PAID WOULD BE:

ASSESSMENT	$5,000	
X RATE	0.1974	Mill Rate
EDUCATION TAXES	$987	**RESIDENTIAL**

COMMERCIAL PROPERTIES ARE VIEWED TO BE OF GREATER VALUE THAN RESIDENTIAL PROPERTIES RESULTING IN A 18% PREMIUM. THEREFORE FOR EACH $1.00 OF COMMERCIAL ASSESSMENT, A TAX RATE OF 19.74 X 1.18 = 23.27 CENTS PER $1.00 IS GENERATED.

ASSESSMENT	$5,000	
X RATE	0.2323	Mill Rate
EDUCATION TAXES	$1,161	**COMMERCIAL**

RESIDENTIAL & COMMERCIAL EDUCATION TAXES
BASED ON THE AVERAGE $5,000 ASSESSMENT
INFORMATION IS AS AT **APRIL 15,1996**

	1995 RESIDENTIAL	1996 RESIDENTIAL	INCREASE	EDUCATION TAXES ON COMMERCIAL PROPERTY: COMMERCIAL ASSESSMENT	1995 TAXES	1996 TAXES	INCREASE
AVG ASSESSMENT	$5,000	$5,000		$5,000	$1,162	$1,210	$49
MILL RATES	0.1974	0.2057	4.2% OR	$20,000	$4,646	$4,840	$194
EDUCATION TAXES	$987.13	$1,029	$42	$100,000	$23,230	$24,200	$970

<u>Excerpt</u> from the minutes of the 1996 03 27b Special Operations and Finance Committee meeting:

The following clauses contained in Mr. Mulholland's proposal were TABLED:

<u>$80 Million Proposal</u>

a. That the Education Centre be sold and the staff be relocated in a vacant secondary school. (General)

b. That the Superintendent of Finance and Treasurer be authorized to obtain a $20,819,894 debenture on the Education Centre building, and that this loan be used to assist in meeting this year's budget shortfall. (General)

h. That the Dundurn Warehouse building be considered for closure and that the services presently provided at the Dundurn site be transferred to the vacant Ainslie Wood building. (General)

i. That the Asbestos Team be transferred from Vincent Massey to the Ainslie Wood building. (General)

j. That permission be given to the Superintendent of Finance and Treasurer to sell Southview. (General)

k. That contracting in be seriously considered in the following areas but not limited to Plumbing, Electrical, Painting, Roofing, Controls, Boilers, Grass Cutting. (General)

EARLY RETIREMENT INCENTIVE PLAN

FOR

ALL BOARD EMPLOYEES

The early Retirement Incentive Program (ERIP) is available to all employees on permanent staff who elect to retire on pension on or before August 31, 1996, and who are at least 53 years of age and have a minimum of 10 years continuous service with the Board since last date of appointment to permanent staff.

All applications under the Early Retirement Incentive Plan must be submitted to the Superintendent of Human Resources no later than May 17, 1996.

The purpose of providing this incentive program is to reduce the salary budget and to limit the number of lay-offs that the Board is currently facing. This program will assist the Board in meeting budgetary constraints due to a reduction in provincial grants.

WHO IS ELIGIBLE?

To be eligible for the ERIP, you must satisfy all of the following:

- You must retire on pension between June 30, 1996 and August 31, 1996;
- At time of retirement, you must have completed a minimum of 10 years continuous service with the Board since the last date of appointment to permanent staff;
- You must submit a completed application/notice of retirement (see attached) to Rick Binns, Superintendent of Human Resources no later than May 17, 1996. The employee's application will be acknowledged in writing upon receipt.

HOW MUCH IS THE INCENTIVE?

The Incentive Program will be based on age at time of retirement. The employee will have two options to choose from. These two options are:

OPTION 1

The employee will be eligible for coverage offered under the retiree's benefit plan (Semi-Private Hospital, Extended Health, Dental and Life Insurance) up until age sixty-five (65) or a maximum period of seven (7) school years, whichever occurs first. The Board's costs for these plans will be fixed at the rate that was in effect as of January 1, 1996. Any premium increase in the above plans during the eligibility period of coverage will be paid for by the employee. The Board will bill the employee, annually, in advance, for any premium increases. At the end of the eligibility period the employee will be responsible for the entire premium cost for maintaining the retiree benefit package.

OR

OPTION 2

The employee will be eligible for a cash incentive of $2,000 per year for each year the employee is under the age of sixty-five (65) up to a maximum payment of $14,000. If the employee chooses option 2, the employee will receive two equal installments - one-half of the cash incentive will be paid on or before August 31, 1996 and the balance in January, 1997. The cash incentive will be as follows:

Age At Date of Retirement	Cash Incentive
64 years of age	$2,000
63 years of age	4,000
62 years of age	6,000
61 years of age	8,000
60 years of age	10,000
59 years of age	12,000
58 years of age and below	14,000

The cash incentive will be paid providing Human Resources Services has received the following information:

- a signed application form no later than May 17, 1996;
- Board approval of retirement;
- a copy of the quotation from either the Teachers' Pension Plan or OMERS Pension Plan. (It is understood that this quotation may not be available by the deadline for application. This quotation must be submitted to Human Resources Services prior to your approved retirement date.)

WHAT ABOUT THE RETIREMENT GRATUITY PROVISIONS?

The current retirement gratuity provisions would be modified in order to encourage employees to take advantage of an early retirement window.

As part of the window for early retirement, employees who are retiring on pension under the Teachers Pension Plan or OMERS Pension Plan will be eligible for a retirement gratuity based upon the following:

1) payment will be prorated in the same proportion that the employee's age at time of retirement bears to age 60, OR

2) payment will be prorated in the same proportion that the employee's service at time of retirement bears to 20 years service,

whichever is the greater.

APPLICATION
FOR
EARLY RETIREMENT INCENTIVE PROGRAM

After having reviewed and understood the terms of the Early Retirement Incentive Program (ERIP), I _____, hereby submit notice of
(Please Print Name)

my retirement effective _____ in accordance with the Early Retirement Incentive Program (ERIP).

This application is submitted on or before May 17, 1996, and is subject to written acceptance of the Board. Once approved in writing, the retirement and the approval of the incentive are irrevocable.

I understand that I have a choice of one of two Options. If Option 2 is chosen, I understand that the cash incentive will be paid in two equal installments - 1/2 of the cash value will be paid on or before August 31, 1996 and the remaining balance will be paid in January, 1997.

I elect the following Plan:

OPTION 1 (Benefit Package) ☐

OPTION 2 (Cash Incentive) ☐

SIGNATURE OF APPLICANT: _____

BOARD LOCATION: _____

DATE: _____

NOTE: All application forms must be submitted to Human Resources Services no later than May 10, 1996.

1996 04 16.

ERIP COSTING

TARGET GROUP

Age 64	6
Age 63	11
Age 62	12
Age 61	6
Age 60	13
Age 59	27
Age 58 and below	236
Total of Target Group	311

POTENTIAL PARTICIPANTS

AGE	30% PARTICIPATION	50% PARTICIPATION
64 years	2	3
63 years	3	5
62 years	4	6
61 years	2	3
60 years	4	6
59 years	8	13
58 years and below	71	118
Total Eligible	94	154

50% PARTICIPATION

Age	# of emp.	Cash	1996	1997	1998	1999	2000	2001	2002	TOTAL COST
64	2	2,000	2,500							
63	3	4,000	5,000	5,000						
62	4	12,000	5,000	5,000	5,000					
61	2	8,000	2,500	2,500	2,500	2,500				
60	4	20,000	5,000	5,000	5,000	5,000	5,000			
59	8	48,000	10,000	10,000	10,000	10,000	10,000	10,000		
58 and below	71	420,000	102,500	102,500	102,500	102,500	102,500	102,500	102,500	
Costs	94	514,000	132,500	130,000	125,000	120,000	117,500	112,500	102,500	$1,354,000

1. Replacing Retiring Employees equals a net loss of $916,817 from September to December, 1996
(Retirees = $2,105,621 Minus Replacments $1,668,438 Minus Incentive $1,354,000 = $916,817 shortfall)

Replacements equals a savings of $996,442 in 1997
(Retirees = $5,152,365 Minus Replacment Cost $4,155,923 = $996,442)

2. No replacements equals a net savings of $751,621 from September to December, 1996
(Retirees = $2,105,621 Minus Incentive Cost of $1,354,000 = $751,621 Savings)

No replacements equals a savings of $5,152,365 in 1997

MEMO TO: Chairman and Members
Operations & Finance Committee
Hamilton Board of Education

FROM: Superintendents of Schools

RE: Reduction of seven elementary school principal positions.
Alternatives to twinning.

Report Classification: For Information

Background:

The reduction of seven principal positions was recommended for inclusion in the 1996 resource management strategy. A report containing alternatives to twinning fourteen schools with a student population of 250 or less was requested by trustees.

Rationale:

1) The following are implications of twinning:

- Twinning will require the assigned principal to duplicate a number of responsibilities
  Eg. - supervision of two lunchroom programs
  - organizational management of two sites
  - staff meetings / school council meetings
  - school planning process
  - administrative procedures
- The role of the principal has changed significantly since twinning was a strategy utilized several years ago
  Eg. - performance appraisal procedure for all employee groups including growth plans for all staff
  - attendance management procedures
  - school planning process - response to changing system initiatives
  - supervision of the lunchroom program
  - organizational restructuring associated with staffing formulae
  - DART process
  - staff development responsibilities increased due to severe reductions in resource support
  - parent councils
- The role of the principal includes dealing with issues which have increased liability
  Eg. - safe schools requirements - expulsions / suspensions / discipline code / tracking / reporting
  - health and safety requirements - administration of medication / workplace safety procedures
  - maintenance and safety of the building
  - morale / wellness issues
- Principals are required to manage crisis response procedures
  Eg. - Police / CAS / Dangerous Stranger procedures / accidents / violent incidents / litigation

2) The following chart represents ***one plan*** for twinning schools which currently have a student population less than 250. Issues of geographic location and student population were factors taken into consideration.

Note: Student population figures are based on February 29/96 data.

School	Students	School	Students	Total Students
Linden Park	239	Ryckmans	141	380
Robert Land	240	Allenby	128	378
Lloyd George	231	Strathcona	176	407
Queen Victoria	243	Central	147	371
Rosedale	244	Fairfield	237	481
Seneca	239	Holbrook	237	460
Gibson	249	Fernwood	246	495

3) • The following chart provides alternatives which over two years:
(a) respond to the implications of twinning schools
(b) address equity of workload
(c) minimize disruption to schools/communities
(d) provide the first stage of a flexible plan to best utilize administrative resources

• Future school administrative needs may be met through a combination of teaching principals, campus concept and twinning.

Teaching Principals	Campus Concept	Twinned Schools
A principal is assigned to a school in a half time capacity with teaching responsibilities for the other half of the school day. Eg. Central (147) Ryckmans (141)	A team of administrators (principal / vice-principal) are assigned to schools on the same campus. Eg. Hampton / Fernwood (588) Hillcrest / Hillsdale (586)	A team of administrators (principal / vice-principal) are assigned to two schools. Eg. Hess Street / Strathcona (606) (Utilization of existing vice- principal) Eg. Queen Victoria / Central (371) (Reallocation of existing .5 vice-principal)

Issue:

To share with the trustees alternate plans for the reduction of elementary principal positions.

Recommendations:

1) **That a reduction of six principal positions effective September/96 be achieved through a combination of twinning schools and campus concept reallocating existing principal/vice-principal resources.**

2) **That following the announcement of retirements (May 31, 1996), a plan detailing the schools involved and the assignment of principals/vice-principals be brought back for information. (O&F June, 1996)**

3) **That following a review of the teaching principal concept for small schools, a future report be shared with trustees outlining a plan for the utilization of existing principal/vice-principal resources. (effective Sept/97)**

FURTHER INFORMATION TO 1996 ESTIMATES FOR ADMINISTRATIVE AND OPERATIONAL SERVICES

A. BREAKDOWN OF ADMINSTRATIVE COMPUTER ESTIMATES - RENTALS

ITEM	DESCRIPTION	AMOUNT
Bell Lines	107 , 56KB modems and 12 multidrop circuits to all schools which enable online transactions, electronic communication such as PROFS and is the system by which the Internet will be delivered to all schools	**228,000**
Mainframe	host server, disk drives, tape drives and 2 high speed volume printers	**624,000**
Licensed Programs	Operating System Software, Applications Software, (Online Entry)Communication Software (PROFS)	**336,000**
Hardware	Computers, Laser Printers, Communication Controllers for all School Offices and other Offices eg. Guidance, Education Centre Offices	**1,378,000**
Total		**$ 2,566,000**

B. ESTIMATES ASSOCIATED WITH INTEGRATED INFORMATION

SUPERINTENDENCY		SOFTWARE	TEMPORARY ASSISTANCE	TEMPORARY ASSISTANCE INVOICED	TOTAL
ADMIN. & OPER.	A	160,000	0	230,000	390,000
HUMAN RESOURCES		0	30,000	0	30,000
FINANCE	B	180,000	61,200	0	241,200
TOTAL		340,000	91,200	230,000	$ 661,200

NOTES

SOFTWARE: A. Financial Application Software
B. Payroll Budget Analysis Software

TEMPORARY ASSISTANCE: replacement of staff assigned to EIS information set up

TEMPORARY ASSISTANCE INVOICED: allocation for contract work in specialized programming and project management required to complete online system

NOTES AND EXPLANATIONS TO 1996 ESTIMATES
ADMINISTRATIVE AND OPERATIONAL SERVICES

ITEM BUDGET LINE	1995 APPROVED BUDGET	1995 ACTUAL	1996 ESTIMATE	REF. #	NOTES
REMUNERATION				1	
Salaries and Wages	2,528,192	3,019,192			See Position Inventory
Temporary Assistance	259,614	266,196			See Temporary Assistance Summary
Total	2,787,806	3,285,388	2,922,549		
ENERGY				2	Total cost for all Board Sites
Natural Gas	2,350,000	1,843,041	2,350,000		heat
Hydro	3,400,000	3,320,357	3,400,000		electricity
Oil	4,000	2,662	4,000		oil heaters in Dundurn, Glendale, C.B. Stirling portables
Gas/Propane	25,000	27,192	25,000		fuel for vehicles
Total	5,779,000	5,193,252	$5,779,000		
RENTALS				3	* Lease costs for instructional and
					administrative computers EXHIBIT A
Computer Equipment Administrative					
Education Centre	1,150,000	1,236,663	2,016,000		* Computers in Board Offices and all School
Elementary Offices	430,000	411,741	430,000		Offices, including support offices eg. guidance
Secondary Offices	120,000	43,655	120,000		(500 machines)
IIS	866,000	755,756	0		* rental or licence of mainframe and operating
Total	2,566,000	2,447,815	$2,566,000		system software
					* data communication lines from schools to
					Ed. Centre for wide area network
Computer Equipment Instructional					
GEMS			840,000		* lease cost for 1995 classroom acquisition
					eligible for GEM Grant
TOTAL FIXED RENTALS	2,566,000	2,447,815	3,406,000		
TRAVEL				4	
Car Allowance	12,345	11,006	1,250		*Superintendent Allowance
Reimbursement	13,125	13,549	24,220		*reimbursement estimate for 29 staff
Transfer from Program			650		based on range of $20 to $80. claim / month
Total	25,470	24,555	26,120		
PERSONNEL TRAINING					
	10,370	10,295	13,000	5	memberships, courses, conferences,
Transfer from Program			1,000		training
Total	10,370	10,295	14,000		
BOOKS AND FILMS					
Administrative Services	0	891	500	6	monies for manuals and reference books
Transfer from Program			5,000		
Technical Services	3,300	7,383	4,100		
Plant	2,700	2,545	1,400		
Research and Supt.	200	243	200		
Total	6,200	11,062	11,200		
SOFTWARE				7	* purchase and site licences for operating
					system software, administrative packages
Administrative Services	0	2,583	0		eg. word and instructional packages eg.
Transfer from Program			3,000		
Technical Services					encarta
Office	253,300	91,132	253,300		
Classroom	0	121,015	0		* offset by GEMS money in equipment
Plant	21,200	21,024	21,200		facilities management software
Research and Supt.	0	0	0		
Total	274,500	235,754	277,500		
Total Books Films Software	280,700	246,816	288,700		

SUMMARY OF SPECIFIC AND GENERAL SUPPLIES AND SERVICES

	1995 Budget	1995 Actuals	1996 Estimates	NOTES
				REF # 8
Supply/Service				
ADMINISTRATIVE SERVICES				
Telephone & Telegrams	429,288	348,754	375,188	Ed Centre Charges
Cellular telephones	7,000	13,294	9,500	
Postage	65,688	57,363	60,000	Ed Centre & Elem. Summer hold
Cartage	137,000	140,244	137,000	internal daily delivery & courier
Cartage transfer from Finance	63,000	48,139	63,000	
Cartage transfer from Program (kits)	32,170	26,930	32,170	
Offsite Parking	10,508	1,973	10,508	Visitor Parking
Offset - DR Clmg	150,000	137,856	150,000	
Offset - CR Clmg	-150,000	-130,564	-150,000	
Sub Total	**744,654**	**643,989**	**687,366**	
PLANT SERVICES				
Water-Sewage	475,000	454,034	475,000	water bill all sites
Garbage Collection	300,000	305,364	300,000	all sites
Pest Control Services	16,000	20,237	16,000	
Snow Removal	65,000	52,532	65,000	bill from city for sidewalks/ school claims
Window Cleaning	0	741	0	
Controls - Telephone Lines	3,000	2,497	3,000	
Repairs Motor Vehicle	65,000	62,132	65,000	
Surveillance - Telephone Lines	2,890	3,216	2,890	
Safety Shoes	1,000	1,050	1,000	
Shop Overhead	50,000	44,662	50,000	
Vacation & Sick Time	125,000	116,997	125,000	
Overhead Intefunction Trans.	-202,000	-138,444	-202,000	
Interfunction Transfer Operation	-3,918,000	-3,331,873	-3,918,000	
Overhead General	-214,000	-259,457	-214,000	
Supplies - DR Expense Clmg.	6,100,000	5,141,171	6,100,000	
Supplies - CR Expense	-2,182,000	-1,809,012	-2,182,000	
Sub Total	**686,890**	**665,847**	**686,890**	
GENERAL SERVICES SUMMARY				see further detail for this section
				on next page
Repairs Furniture - Equipment	258,805	244,051	268,325	
(1) General Supplies	202,089	195,976	275,201	
Photocopier	2,760	4,848	5,000	
Printing	96,100	120,532	129,978	
(2) Temporary Assistance Invoiced	277,349	409,389	303,266	
Other Expense				
Miscellaneous	2,700	2,479	4,200	
Sub Total	839,803	977,275	985,970	
TOTAL FOR PAGE	$2,271,347	$2,287,111	$2,360,226	

ADMINISTRATIVE AND OPERATIONAL SERVICES

GENERAL SERVICES - FURTHER DETAIL REF. # 8 - NOTES

GENERAL SERVICES - further detail				
General Supplies	1995 BUDGET	1995 ACTUAL	1996 ESTIMATE	NOTES
Administrtive Services	48,852	10,159	48,000	supplies for entire section
Transfer from Program			22,000	
Technical Services				
Computers	26,637	23,365	26,637	supplies, diskettes, cables, parts
Equipment Repair	76,400	155,153	142,665	parts
Plant	9,500	5,165	9,500	
Research	2,000	408	1,200	
Superintendent	38,700	1,726	25,199	
Total	202,089	195,976	275,201	
PRINTING				
Administrative Services	9,200	10,111	23,200	14000 transferred from Finance for forms
Technical Services				
Administrative	28,000	35,580	35,580	computer print outs
Elementary Schools	28,590	43,254	38,628	Report Cards and
Secondary Schools	28,000	29,895	29,895	Transcripts
Plant	1,575	707	1,575	forms
Research	275	390	400	
Superintendent	460	595	700	Accommodation Report
Total	96,100	120,532	129,978	
REPAIRS TO FURNITURE AND EQUIPMENT				
Administrtive Services	3,680	7,923	10,000	printing, mail, and A.V. equipment
Transfer from Program			3,200	
Technical Services	225,400	207,208	225,400	repairs and maintenance for computers
Plant	29,200	28,920	29,200	plant equipment
Research	250	0	250	general amount
Superintendent	275	0	275	general amount
Total	258,805	244,051	268,325	
Temporary Assistance Invoiced				
Administrative Services	63,266	38,549	63,266	Hamilton Wentworth Security
Technical Services	230,000	367,940	230,000	specialized programming, project support
Superintendent	15,917	2,900	10,000	contract service
Total	309,183	409,389	303,266	
Grand Total for Page	866,177	969,948	976,770	

NOTES AND EXPLANATIONS TO 1996 ESTIMATES
ADMINISTRATIVE AND OPERATIONAL SERVICES

ITEM BUDGET LINE	1995 APPROVED BUDGET	1995 ACTUAL	1996 ESTIMATE	REF. #	NOTES
CONTRACTUALS					
Rentals - Other	19,640	19,100	19,640	9	Rental of pagers and small equipment in plant
Fees & Contractuals	138,995	108,930	138,995	10	Inspection and testing of systems
					eg. fire alarms, escalators
Legal Fees	20,000	8,366	15,000	11	fees related to Plant
Total	178,635	136,396	173,635		
CAPITAL					
Repairs , Bldgs. & Grounds	2,477,783	2,356,378	3,000,000	12	monies for daily repairs for all sites
Facilities Renewal	0	0	644,427	17	Board share from motion of Jan.96 Board
Board Share C.O.I.W. phase 3	0	0	210,000	17	Board share from motion of Jan.96 Board
Sub Total			3,854,427		
Landscaping	130,550	107,115	130,550	13	general upkeep of grounds at all sites
			-		grass cutting and maintenance of fields
Grand Total R.B.G.	2,608,333	2,463,493	3,984,977		
New/Repl. Equipment				14	
Administrative Services	52,000	6,186	35,000		security improvements from Board Report
					on Security/ cameras Ed. Centre , intercom
Technical Services					
Offices	35,000	27,723	35,000		
Classrooms	500,000	1,042,614	860,000	17	offset by GEMS Grant / to be confirmed
Plant	18,100	11,980	15,000		
Supt.	4,000	0	1,000		
Total	609,100	1,088,503	946,000		
CAPITAL FROM CURRENT					
				15	
Asbestos	260,000	551,411	260,000		offset by grant
Portables	60,000	60,746	60,000		relocation
Building Code	95,000	65,000	95,000		code requirements and assessibility
Parking Lot	0	55,719	0		
Total	415,000	732,876	415,000		
PERMANENT IMPROVEMENTS				16	
Administrative Services	0	0	12,500		security lock boxes at all sites
Technical Services	90,000	115,977	90,000		wiring for installations (including asbestos charges)
Supt.	10,000	0	10,000		nominal amount for moves and relocations
Plant	0	4,956	5,000		miscellaneous charges
Total	100,000	120,933	117,500		
TOTAL OF CAPITAL	3,732,433	4,405,805	5,463,477		

ADMINISTRATIVE AND OPERATIONAL SERVICES

TEMPORARY ASSISTANCE

	TEMPORARY ASSISTANCE				NOTES
	DEPARTMENT	1995 BUDGET	1995 ACTUAL	1996 ESTIMATE	
10	Administrative Services		15,760	15000	Library, Kit Services, Other
10	Info Desk/Room Booking	900		0	eliminate
10	Mail Room	900		0	eliminate
10	Printing	900	1,490	0	eliminate
10	Supt Admin Services	13354		4940	
10	Switchboard	4800	391	0	
	Transfer from Program			6000	
	STTL	20854	17,641	25940	
20	Technical Services	10000	7,021	10000	casual , plus support for training
20	Integrated Info System	40000	33,227	10000	through evening and weekend
32	Curriculum Res & Tech	20000		30000	classes, inservice
34	Equipment Repair	19000	39,426	19000	Coop Student
	STTL	89000	79,674	69000	
39	Research	500	6,011	500	
70	Building Security	6900	19,780	0	L.I.U.N.A.
70	Building Security	89360	72,300	96260	L.I.U.N.A.
70	Building Security	1140	22	500	L.I.U.N.A.
88	Parking Lot	50960	72,160	51600	L.I.U.N.A.
	STTL	148360	164,262	148360	
75	Asbestos Management		1,392	27000	Ministry of Labor Asbestos
75	Grounds				Inventories
75	Maintenance				
75	Plant	900		900	
	STTL	900	1,392	27900	
	TOTAL	259,614	268,979	$271,700	

Supply Teacher Budget Line

The figures below are from the report of supply teacher usage from the P&O meeting of 1996 04 11. (Pages 7 & 9 secondary and elementary combined)

1995

Month	Total Expense
January	459,330
February	534,126
Subtotal	**$ 993,456**
1995 Total (Actual)	$3,677,911

1996

Month	Total Expense
January	319,162
February	389,251
Subtotal	**$ 708,413**
1996 Present Budget	$3,500,000

MINUTES OF THE SPECIAL MEETING OF THE OPERATIONS AND FINANCE COMMITTEE
1996 04 18

Present: Trustees Hill (Chairman), Desmarais, MacDonald, Orban, Rogers and Stewart.

Not Present: Trustee Lowe.

Also Present: Trustees Bishop, Cunningham, Darby, Gage, Hicks, Johnstone, Korz, Mulholland, Paquin and Patenaude.

Officials Present:
D. Goodridge (Director of Education and Secretary)
P. Shewfelt (Superintendent of Financial Services and Treasurer)
E. Bond (Superintendent of Program)
R. Binns (Superintendent of Human Resources)
P. Gillie (Superintendent - Administrative and Operational Services)
R. Lavoie (Superintendent of Schools - French as a First Language)
F. Cooke (Assistant Superintendent of Program)
S. Thompson (Assistant Superintendent of Schools - Lower City)
M. Matier (Assistant Superintendent of Schools - Mountain)

Mrs. Hill called the meeting to order, noting regrets for not attending were received from Trustees Lowe and Johnston.

When the list of agenda items was questioned, it was moved by Mr. Darby: That the agenda be accepted as presented. Carried.

GENERAL

BUSINESS ARISING FROM THE MINUTES:

Senior Officials Variables - Books, Film and Software - requested by Trustees Cunningham and Hicks

Moved by Miss Cunningham: That we reconsider the vote on the following motion:
That the amounts of $267,889 for Books, Films and Software (Superintendent of Schools) and $40,000 for Bursaries and Student Aid (Program Services) be placed back in the 1996 budget.
Lost.

Non-mandated Programs - 1/3 staffing formula reduction - requested by Trustee Cunningham (E/S)

Moved by Miss Cunningham: That non-mandated programs be reduced by an additional 14.6 F.T.E.

During discussions, Miss Cunningham clarified that this motion is directed at non-mandated programs and is not specific to teacher-librarian positions.

The question was called and it was Carried.

The motion was put to a recorded vote and was Carried: Those in favour: Trustees Cunningham, Johnstone, Orban, Hicks, Darby, Stewart and Hill; those opposed: Trustees Bishop, Gage, MacDonald, Johnstone, Korz and Mulholland.

Budget Reductions to Offset $802,000 for J.K. costing - requested by Trustee Orban
Ms. Orban indicated that the following motions she was putting forward were an attempt to offset the costs of retaining the junior kindergarten program:

Travel Allowance

Moved by Ms. Orban: That the Travel Allowance be suspended for September to December, 1996.

When it was confirmed that Travel Allowance has contractual implications, the Chairman ruled that motion out of order.

Curriculum Writing Section of the Program budget

Moved by Ms. Orban: That the budget for the Curriculum Writing Section of Program Services be reduced to the 1995 level. ($48,000 1995 level).

The motion was put to a vote and was Lost. Those in favour: Trustees Korz, Orban and Darby; those opposed: Trustees Bishop, Cunningham, MacDonald, Johnstone, Rogers, Hicks, Desmarais, Paquin, Patenaude, Stewart, Mulholland and Hill.

Printing and General Supplies (not photocopying)

Moved by Ms. Orban: That $100,000 be removed from the Printing and General Supplies budget.

The motion was put to a vote and was Lost: Those in favour: Trustees Korz, Orban and Darby; those opposed: Trustees Bishop, Cunningham, MacDonald, Johnstone, Rogers, Hicks, Darby, Paquin, Patenaude, Stewart, Mulholland and Hill.

Central Administration:

Moved by Ms. Orban: That the sum of $100,000 be removed from the Central Administration budget in the Salaries and Wages line.

The Chairman ruled the motion out of order as this item was included in the agenda item "Contract Negotiations".

Consolidation of Schools - requested by Trustees Orban and Bishop

Trustee Mulholland challenged the Chair permitting a tabled motion to be listed on the agenda.

The challenge was put to a vote and was Lost.

Noting that she did not want to deal with the whole Consolidation of Schools report but rather just a portion of it, it was moved by Mrs. Bishop: That the following motion be lifted from the table: That the Board begin system planning for the implementation of the Consolidation of Schools immediately. Carried.

The Chairman ruled that since there is in-camera information contained within the report, the item will be considered initially at an in-camera session later this evening.

Mr. Stewart challenged the Chairs' ruling and it was Lost. Those in favour: Trustees Stewart; those opposed: Trustees Cunningham, Johnstone, Rogers, Korz, Orban, Hicks, Darby, Mulholland and Hill; abstentions: Trustees Bishop and Gage.

Elimination of Cafeteria Supervisors (29 positions) - requested by Trustee Bishop

Moved by Mrs. Bishop: That the positions of Cafeteria Supervisor be eliminated.

During discussions, it was clarified that the supervisors encourage students to put garbage in containers and to generally clean up after themselves; however, the caretaking and cleaning staff are responsible for cleaning the cafeteria.

The Chairman ruled that this item was of General jurisdiction.

The motion was put to a vote and was Lost: Those in favour: Trustees Cunningham, Bishop, Gage, MacDonald, Johnstone, Korz and Stewart; those opposed: Trustees Rogers, Orban, Hicks, Desmarais, Paquin, Patenaude, Darby, Mulholland and Hill.

Moved by Mr. Gage: That the Cafeteria Supervisors be reduced from two per site to one per site.

Moved in amendment by Mr. Mulholland: That this reduction be achieved through attrition.

The amendment was put to a vote and was Carried. Those in favour: Trustees Cunningham, MacDonald, Johnstone, Rogers, Korz, Hicks, Desmarais, Stewart, Mulholland and Hill; those opposed: Trustees Bishop, Gage, Orban, Paquin, Patenaude and Darby.

The motion, as amended, was put to a vote and was Carried: Those in favour: Trustees Cunningham, Bishop, Gage, MacDonald, Johnstone, Rogers, Korz, Orban, Hicks, Desmarais, Darby, Stewart, Mulholland and Hill; those opposed: Trustees Paquin and Patenaude.

Computer Equipment Administrative - reduce to 1995 actuals (from $2,566,000 to $2,447,815) - requested by Trustee Bishop

Moved by Mrs. Bishop: That this budget be reduced to the 1995 actuals. ($2,447,815)

Moved in amendment by Mr. Darby: That the reduction be $118,000.

The amendment was put to a vote and was Carried. Those in favour: Trustees Cunningham, Bishop, Gage, MacDonald, Johnstone, Rogers, Korz, Hicks, Desmarais, Paquin, Patenaude, Darby, Stewart, Mulholland and Hill; those opposed: Trustee Orban.

During discussions, the members agreed that Ms. Gillie be directed to achieve a savings equivalent to the stated reduction amount.

The motion, as amended, was put to a vote and was Carried: Those in favour: Trustees Cunningham, Bishop, Gage, MacDonald, Johnstone, Rogers, Korz, Orban, Hicks, Desmarais, Paquin, Patenaude, Mulholland and Hill. those opposed: Trustees Darby and Stewart.

The Committee recessed at 19:50 hours to permit the regular April meeting of the Board to start and then reconvened at 20:20 hours.

Contract Negotiations - $5 million - requested by Trustees Cunningham and Hicks

Moved by Mr. Hicks: That the total for Contract Negotiations in the Resource Management Strategy thermometer be increased by $802,000.

Trustees in favour of the motion expressed hope that staff would see this direction as their part in addressing the financial difficulties and helping to maintain programs.

Trustees opposed noted that $5 million was already targeted for this area and suggested adding to the amount only compounded the problems.

The motion was put to a vote and was Lost: Those in favour: Trustees Cunningham, Korz, Orban, Hicks, Desmarais, Paquin, Patenaude and Hill; those opposed: Trustees Bishop, Gage, MacDonald, Johnstone, Rogers, Darby, Stewart and Mulholland.

Other Considerations

Superintendents of Schools Budget

Moved by Mr. Gage: That Books/Films and Software budget (Superintendents of Schools - School Budgets) be reduced by $100,000.

When questioned, the officials offered that this reduction, although not ideal, was manageable.

The motion was put to a vote and was Carried. Those in favour: Trustees Cunningham, Johnstone, Roger, Orban, Hicks, Darby, Stewart, Mulholland and Hill; those opposed: Trustees Bishop, Gage, MacDonald and Korz.

Reduction in School Administration - Administrative Assistants (Secondary)

Moved by Mr. Mulholland: That $57,000 be put back in the budget until a study of the workload and job description of the Administrative Assistants has taken place.

During discussions, it was determined that the reduction in this staff would not provide any savings for the 1996 budget when severance calculations were factored in.

The motion was put to a vote and was Carried. Those in favour: Trustees Bishop, Cunningham, Gage, MacDonald, Johnstone, Rogers, Hicks, Darby, Stewart, Mulholland and Hill; those opposed: Trustees Korz and Orban.

Superintendents of Schools budget - Supplies/Services Line.

Moved by Mr. Gage: That the Supplies/Services budget (Superintendents of Schools) be reduced by $50,000.

The motion as put to a vote and was Carried. Those in favour: Trustees Cunningham, Bishop, Gage, MacDonald, Johnstone, Rogers, Hicks, Darby, Stewart and Mulholland; those in favour: Trustees Korz, Orban and Hill.

Mill Rate

Moved by Mr. Mulholland: That the mill rate for 1996 year be 3.24%.

When several members noted there were in-camera items to be addressed that could affect the mill rate, it was moved in amendment by Mr. Korz: That the motion be tabled.

The amendment was put to a vote and was Carried. Those in favour: Trustees Cunningham, Gage, MacDonald, Johnstone, Korz, Orban, Hicks, Desmarais, Paquin and Patenaude; those opposed: Trustees Bishop, Rogers, Darby, Stewart and Mulholland. Abstentions: Trustee Hill.

Moved by Mr. Korz: That the Committee meet in-camera.

The motion was put to a vote and was Carried. Those in favour: Trustees Cunningham, Gage, Johnstone, Korz, Orban, Hicks, Desmarais, Paquin, Patenaude and MacDonald, those opposed: Rogers, Darby, Stewart and Mulholland.

The Committee then met in-camera and the following action was taken:

Staffing (Program Services) - requested by Trustee Hicks

Moved by Mr. Hicks: That Program Services be reduced by 6 F.T.E. positions (1 Adjustment Counsellor, 1 Psychological Services and four Speech and Language).

Moved in amendment by Miss Cunningham: That Program Services be reduced by 1 (additional) Adjustment Counsellor.

The amendment was put to a vote and was Carried. Those in favour: Trustees Cunningham, Bishop, Gage, Johnstone, Rogers, Hicks, Darby, Stewart, Hill and MacDonald; those opposed: Trustees Korz and Orban.

The motion, as amended, was put to a vote and was Carried. Those in favour: Trustees Bishop, Cunningham, Gage, MacDonald, Johnstone, Rogers, Korz, Hicks, Darby, Stewart and Hill.

Central Administration costs

Moved by Miss Cunningham: That Central Administration costs be reduced by $50,000.

The motion was put to a vote and was Carried. Those in favour: Trustees Bishop, Cunningham, Gage, Rogers, Korz, Orban, Hicks, Desmarais, Paquin and Patenaude; those opposed: Trustees Darby, Stewart and Hill.

The Committee then met in public.

Legal Fees

Moved by Miss Cunningham: That the budget for legal expenses (Joint Account) be reduced by $50,000.

Ms. MacDonald declared a conflict of interest and stated she would neither debate nor vote on the motion.

When questioned, Mr. Goodridge indicated that the officials will keep close track of this budget item and advise trustees if further action needs to be taken.

The motion as put to a vote and was Carried. Those in favour: Trustees Cunningham, Bishop, Gage, Johnstone, Rogers, Korz, Orban, Hicks, Desmarais, Paquin, Darby, Stewart, Mulholland and Hill; those opposed: none; abstentions: Trustee Patenaude.

Mill Rate

Moved by Mr. Mulholland: That the Mill Rate increase be 3.16%.

Moved in amendment by Mr. Korz: That $500,000 be added to the Contract Negotiations to reduce the mill rate.

The amendment was put to a vote and was Lost: Those in favour: Trustees Korz, Orban, Hicks and Cunningham; those opposed: Trustees Bishop, Gage, MacDonald, Johnstone, Rogers, Darby, Patenaude, Paquin, Darby, Stewart, Mulholland and Hill.

The motion was put to a vote and was Carried. Those in favour: Trustees Bishop, Gage, MacDonald, Johnstone, Rogers, Desmarais, Patenaude, Darby, Stewart and Mulholland; those opposed: Trustees Cunningham, Korz, Orban, Hicks, Paquin and Hill.

The meeting then adjourned.

Adopted as presented.

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Chairman

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MAY, 1996

OPERATIONS AND FINANCE COMMITTEE

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

INDEX

OPERATIONS & FINANCE COMMITTEE

1996 05 14

MINUTES
OPERATIONS AND FINANCE COMMITTEE
1996 05 14

Present: Trustees Stewart (Chairman Pro-Tem), Desmarais, Orban and Rogers.
Not Present: Trustees Hill, Lowe and MacDonald.
Also Present: Trustees Bishop, Cunningham, Darby, Gage, Hicks and Johnston.
Officials Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Financial Services and Treasurer
R. Binns, Superintendent of Human Resources
M. Quinn, Superintendent of Schools - Lower City
N. Nicholls, Superintendent of Schools - Mountain

Nominations were called for Chairman Pro-Tem in Mrs. Hill's absence.

Moved by Miss Cunningham:

That Trustee Stewart be nominated Chairman Pro-Tem. **CARRIED**

Mr. Stewart assumed the Chair, noting regrets for not being able to attend were received from Trustees Hill, Lowe, MacDonald, Johnstone, Paquin and Patenaude.

Moved by Miss Cunningham:

That the minutes of the regular meeting of 1996 03 19 and special meetings of 1996 02 29, 1996 03 28, 1996 04 02, 1996 04 09 and 1996 04 11 be approved. **CARRIED.**

Miss Cunningham indicated she would like to add an item under Business Arising Out of the Minutes, General.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Presentation by Mayor Morrow and Regional Chairman Cooke re Theatre Aquarius

Mayor Morrow first expressed his appreciation to the Board for the attendance of thousands of students during the recent visit of Prince Charles in celebration of the City's Sesquicentennial. He extended thanks to both the Chairman and Director for their excellent support and co-operation in planning this event. Mr. Stewart credited the Mayor's office with successfully ensuring the Prince's visit to our City.

Offering the regrets of Regional Chairman Cooke, Mayor Morrow then focused on Theatre Aquarius, encouraging Board members to keep "this flagship of the community afloat" despite our reduced tax base. Acknowledging Theatre Aquarius has a huge debt, he spoke of their need for assistance from all sources. While noting both the City and Region have agreed to accord tax relief, Mayor Morrow observed the Board continues to be paid revenues from this source despite the taxes not being collected.

Responding to questions, Mayor Morrow further commented:
✧ that the City, Region and the Canadian Imperial Bank of Commerce are supportive of Theatre Aquarius' financial report and targets
✧ about the benefits to students of an expanded association between the Board and Theatre Aquarius

Members observed:
✧ it was in the Board's best interest to give Theatre Aquarius the opportunity to become solvent and avoid repayment of revenues received
✧ the Board does not have an opportunity of offsetting expenditures by reducing grants, similar to the Region

It was also clarified that:
✧ should Theatre Aquarius' fundraising campaign not be successful, revenue received by the Board from the City would have to be repaid - this is a normal practice and is itemized in the budget
✧ the Board has the right to provide a tax exemption for either a period of time or forever
✧ it was not anticipated that the December 31st time line would impact on Theatre Aquarius' fundraising campaign

It was agreed:

That the presentation by Mayor Morrow in support of Theatre Aquarius be received for information.

Response from the Officials to the Second Presentation by Theatre Aquarius

Mr. Sage, Manager, Property, Audit and Assessment, presented the report, stating the six recommendations reflect the Board's attempt to support Theatre Aquarius while balancing the impact on students, the system and the ratepayers. He reviewed the rationale on Page A2 in detail. In response to questions, Mr. Sage provided the following clarification:
✧ Theatre Aquaruis' campaign goal is to be debt-free, i.e. repayment of mortgage and tax arrears
✧ outstanding educational tax arrears amount to approximately $480,000 (1992-1996)
✧ deferral of educational tax payments in the years 1997, 1998 and 1999 to pe paid in the year 2000 would equate to $80,000 per year or approximately $240,000.

Moved by Mrs. Bishop :

That the Update re Theatre Aquarius and Art Gallery of Hamilton - request for support of a private Members Bill be received for information and the following recommendations, as amended, be approved:

a) That the Board of Education for the City of Hamilton not support the request of The Art Gallery of Hamilton to approach the Government of the Province of Ontario for relief from future municipal realty taxes.

b) That the Board of Education for the City of Hamilton not support the request from Theatre Aquarius for relief from the education portion of the municipal tax arrears, penalties and interest which has accumulated on the property to date.

c) That the Board of Education for the City of Hamilton support the request of Theatre Aquarius to approach the Government of the Province of Ontario for relief from municipal realty taxes for the years 1997, 1998 and 1999.

Mrs. Bishop explained that her motion amends Clause c) to remove the word "not" as she felt the Board is being placed in the position of arbitrator relative to Theatre Aquarius' survival.

Some trustees believed these recommendations reflect a fair balance of both the Board's and Theatre Aquarius' interests and applauded the hard work which has resulted in this compromise.

Other trustees felt the terms were onerous and that if the Board waits for the results of the fundraising campaign before making a commitment, it may lead to the demise of Theatre Aquarius as people may be reluctant to support the campaign.

Trustees were advised that:
✧ the recommendations were the result of meetings both with Theatre Aquarius personnel and City/Regional Financial Staff
✧ Theatre Aquarius has not had an opportunity to review this report

Moved in amendment by Miss Cunningham:

That the following recommendations be approved:

d) That the Board of Education for the City of Hamilton endorse the efforts of Theatre Aquarius to raise sufficient funds through their 1996 capital fundraising plan for the purpose of relieving the accumulated debt load of the tax arrears.

e) That the Board of Education for the City of Hamilton request that Theatre Aquarius provide a report, to Board officials for evaluation, prior to December 31, 1996, outlining the financial results of the Theatre's 1996 fundraising campaign.

f) That, subject to the evaluation of Theatre Aquarius' financial report and target achievements, the Board of Education for the City of Hamilton support the deferral of the education portion of the municipal taxes levied against Theatre Aquarius for a three year period ending December 31, 1999 providing that the 1997-1999 accumulated tax arrears are paid in full within the year 2000.

Dr. Johnston requested that the recommendations be dealt with on an individual basis.

Additional comments noted that:
✧ the revision to Clause c) eliminates the compromise reflected in the other recommendations
✧ the revision to Clause c) represents an opportunity to support and invest in Theatre Aquarius
✧ trustees, while supportive of Theatre Aquarius, must remember their responsibilities to the taxpayer in protecting the tax base
✧ recommendations, as originally worded, are amenable to Theatre Aquarius' undertaking.

Clause a) was put to a vote and was **CARRIED**.
Clause b) was put to a vote and was **CARRIED**.

Moved in amendment by Mr. Gage:

That the word "not" be reinserted back into Clause 3.

The amendment to return Clause c) to the original wording in the report was put to a vote and was **CARRIED.**

Clause d) was put to a vote and was **CARRIED**.

Noting the linkage between Clauses e) and f), several trustees expressed concerns that a determination will not be made until the campaign is deemed successful. Another suggested that Clause e) is not supportive of Theatre Aquarius' endeavours.

Mr. Goodridge noted a report would come to Board after December. If Theatre Aquarius is not on target with their goal, an alternative recommendation would come forward. Both he and Mr. Shewfelt stressed the positiveness of this fundraising campaign, which may determine Clause f) to be unnecessary.

Clause e) was put to a vote and was **CARRIED.**

Moved in amendment to the amendment by Mrs. Bishop:

That Clause f) be revised to read:

f) That the Board of Education for the City of Hamilton support the deferral of the education portion of the municipal taxes levied against Theatre Aquarius for a three year period ending December 31, 1999 providing that the 1997-1999 accumulated tax arrears are paid in full within the year 2000.

While Mrs. Bishop stated that removal of the phrase "subject to the evaluation of Theatre Aquarius' financial report and target achievements" is a more positive motion, another trustee maintained leaving the phrase in facilitates Theatre Aquarius' goals and the Board's integrity with the taxpayer. Trustees were supportive of providing a deferral of taxes to provide Theatre Aquarius some support.

The amendment was put to a vote and was **LOST.**

Clause f) was put to a vote and was **CARRIED**.

Mr. Shewfelt expressed his appreciation for the collaborative, open and professional manner in which these negotiations were discussed.

1996 02 06 Report from the Officials re Presentations by Theatre Aquarius and The Hamilton Art Gallery

Recommendations approved in the previous report negated further consideration of this report.

Budget Update

Citing a 1996 04 24 Office Memo which updates the budget financial information as adopted by the Board, Miss Cunningham queried the extended calculation of the $125,000 in 1997 (Resource Management Strategy). It was her expectation that the removal of a total of $50,000 from Finance, Human Resources and Administrative Services would result in a total of $150,000 in 1997.

Mr. Darby also asked if it was possible to provide a more detailed breakdown per line of the $11 million reduction in the same document.

Mr. Shewfelt indicated that if the trustees were in agreement, he would review the information requested and provide all trustees with any revised documentation.

NEW BUSINESS:

Audited Financial Statement for the Board of Education for the City of Hamilton of Hamilton Foundation

On behalf of the Foundation's Directors, Mr. Shewfelt acknowledged the work of Ms. Polidori and Ms. Bjegovich related to the Foundation. He then introduced Messrs. Collyer and Celli. Ms. Polidori, Manager - Accounting, presented the report noting the Foundation consists of 96 funds

and provided a total of $75,000 in awards during 1995. Pages 14 -22 outline the awards available.

When trustees questioned if the Foundation could provide a tax receipt to individuals for donation purposes, they were advised that Ms. Polidori has developed a number of deeds to facilitate this type of donation. Mr. Goodridge added that further information would be included as part of the Corporate Revenue Generation Report due in June.

Moved by Dr. Johnston:

That the 1995 Annual Audited Financial Statements for the Board of Education for the City of Hamilton Foundation be received for information.

Trustees briefly queried the status of a number of individual awards. The motion was then put to a vote and was **CARRIED.**

Audited Financial Statement for the Board of Education for the City of Hamilton

Ms. Polidori reviewed the report before Mr. Collyer responded to questions related to the audit and areas of possible expansion beyond the scope of a financial audit. When Mr. Gage attempted to query the appropriateness of a long-term engagement, the Chairman overruled the question, noting that appointment was the result of a Board decision.

Mr. Gage challenged the Chair and the challenge was put to a vote and was **LOST.**

Moved by Ms. Orban:

That the 1995 Annual Audited Financial Statements for the Board of Education for the City of Hamilton be approved. **CARRIED.**

Mr. Shewfelt advised these financial statements will be placed in The Spectator during the week of May 27th.

In response to Mr. Hicks, Mr. Shewfelt stated that to the best of his knowledge, the Ministry has no guidelines relative to a tendering process for services such as discussed.

Mr. Stewart thanked Ms. Polidori and Messrs. Collyer and Celli.

Re-constitution of Ad Hoc Committees:

Mr. Stewart recalled the re-constitution of ad-hoc committees had been delayed last December to accommodate the upcoming budget session.

Moved by Miss Cunningham:

That the following ad hoc committees be reconstituted for 1996 and that the Chairman of the Board appoint five members to each:

CHILD CARE COMMITTEE and that the mandate of the Committee be to

(a) review (annually) the Child Care Programs in accordance with the Criteria and Weighting Formula for School/Child Care Link-up and present their recommendations to the Board for approval as soon as possible

and

(b) review the draft contract and draft Letters of Understanding between the Hamilton Board of Education and Child Care Centres.

HIV/AIDS INFECTION POLICY REVIEW COMMITTEE and that the mandate of the Committee be to review current practices [at least on an annual basis] and assess the need for the revision of policies in line with current developments in the medical/legal communities while maintaining a close liaison with the Medical Officer of Health in evaluating all new information with respect to AIDS/HIV. (Acquired Immune Deficiency Syndrome/Human Immunodeficiency Virus Infection).

POLICY REVIEW COMMITTEE and that the mandate of the Committee be to review all policies of the Board and report back to the Operations and Finance Committee before the end of November, 1996.

TRANSPORTATION COMMITTEE and that the mandate of the Committee be to review the pilot project on the use of video cameras on school buses and report back to the June meeting of the Operations and Finance Committee and that the Transportation Committee remain extant for future referrals by the Board.

When Miss Cunningham questioned the need to reconstitute the Trustee Communications Committee, Dr. Johnston noted a report relative to the Freenet was outstanding and it was

Moved in amendment by Dr. Johnston:

That the following ad hoc committee be reconstituted for 1996 and that the Chairman of the Board appoint five members to the:

TRUSTEE COMMUNICATIONS COMMITTEE and that the mandate be to investigate the impact of electronic information gathering, processing and dissemination available to trustees in an attempt to establish communication guidelines for trustees that could be used [in the production of newsletters*] and other forms of trustee communications and that the Committee report to the Operations and Finance Committee. * completed

Arising from the debate, Mr. Stewart clarified that members do not have to re-constitute a committee if they do not consider it necessary.

A request was made to vote on the Committees on an individual basis.

Re-constitution of the Child Care Committee was put to a vote and was **CARRIED.**
Re-constitution of the HIV/AIDS Infection Policy Review Committee was put to a vote and was **CARRIED.**

Members were not receptive to a suggestion that a small working group would be more effective in reviewing policies, rather than an ad hoc committee. There was, however, general agreement that this ad hoc committee did not require the appointment of five trustees. Mr. Stewart indicated he would clarify that a minimum of five trustees was not a requirement before taking action.

Re-constitution of the Policy Review Committee was put to a vote and was **CARRIED.**

Relative to the Transportation Committee, Mr. Darby observed the outstanding issue relates to a video camera pilot and could be dealt with at the Operations and Finance Committee. Miss Cunningham stated she would like issues of hardware, software and grants related to the joint transportation system to be discussed.

Noting this additional issue was not part of the Transportation Committee's mandate, it was moved in amendment by Mr. Darby:

That the Transportation be reconstituted to review the joint transportation system of the Hamilton Board of Education and report back to the Operations and Finance Committee.

It was pointed out that the Rule #92 does not stipulate the number of trustees to be appointed to an ad hoc committee; however, the number of trustees and a specific mandate is to be stated. Mr. Darby then questioned the apparent latitude in the mandate for the Policy Review Committee and was advised that such review is on-going - updating and changing all Board policies.

Miss Cunningham spoke against the amendment. As she preferred transportation issues to be discussed at a Standing Committee, Miss Cunningham sought and received permission to withdraw her motion to re-constitute the Transportation Committee.

Mr. Stewart observed that the withdrawal of the motion negated the amendment placed by Mr. Darby.

Miss Cunningham sought clarification later during the meeting that her request for additional information regarding Transportation would be included for discussion at the Chairs Committee. Mr. Stewart agreed.

Re-constitution of the Trustee Communications Committee was put to a vote and was **CARRIED.**

School Year Calendars [to be deferred]

Moved by Ms. Orban:

That the School Year Calendars be deferred to the June meeting of the Operations and Finance Committee. **CARRIED.**

Holiday Schedule for the Education Centre and Secondary School Offices [to be deferred]

Moved by Canon Rogers:

That Holiday Schedule for the Education Centre and Secondary School offices be deferred to the June meeting of the Operations and Finance Committee. **CARRIED.**

Purchase of Substitute Employee Management System (SEMS)

Mrs. Avery, Human Resources Officer presented the report. The intent is to have the system operational this Fall. In response to questions, Mrs. Avery advised the benefits of this system include: a) the collection of data for reports, b) efficient tracking of absences, c) records for Unemployment Insurance purposes [i.e., number of times jobs turned down], d) proper charging for substitute coverage and e), an efficient means of acquiring substitute coverage.

Trustees expressed reservations about the following issues:
✧ the $12,000 annual maintenance cost and $7,200 annual fee for phone rental
✧ possible duplication of information provided through the Employee Information System
✧ actual savings versus clerical costs
✧ the $50,000 grant would be expended in three years in annual costs to maintain the system

Comments supporting SEMS included:
✧ improved reporting and absence data information
✧ more job equity among substitute teachers
✧ need to update this management area

The following clarification was provided:
✧ the Computer Department was involved in the selection of hardware and software equipment
✧ all occasional staff entered into this system would be certified teachers
✧ principals will have the option of choosing substitute staff in SEMS or using the system to match available substitutes with schools needs
✧system hardware will be located in and maintained by staff in the Human Resources Department

Moved by Canon Rogers:

That $50,000 plus interest in the reserve account be applied towards the purchase of the Substitute Employee Management System.

Under the current financial circumstances, trustees determined that further information was necessary prior to making a decision on this $100,000 expenditure and it was

Moved in amendment by Mr. Desmarais:

That the Report regarding the Purchase of a Substitute Employee Management System be referred back to the officials for a more indepth report.

The following information was requested:
✧ system capabilities not presently available through EIS
✧ is it possible to "enhance" our present system with added software rather than purchase another system?
✧ an outline of financial savings
✧ impact on our operations as it pertains to the child in the classroom, i.e., continuity of substitute teachers, familiarity with students, etc.

Mr. Binns will provide the information requested. In addition, he offered to arrange for Principals' input and to arrange a demonstration of the system. Mr. Binns noted that as the report would not be available until September, implementation would be delayed until 1997.

The amendment was put to a vote and was **CARRIED.**

Review of the Budget Analysis Committee

Noting Mrs. Bishop's absence due to illness, it was suggested this review be deferred.

Moved by Miss Cunningham:

That the Review of the Budget Analysis Committee be deferred to the June meeting of the Operations and Finance Committee. **CARRIED.**

Board Auditors

Mr. Gage remarked on the appropriateness of the Board undertaking a review of the scope and engagement of the firm appointed to audit financial statements for the Board and Foundation considering the long tenure of MacGillvray Partners. He outlined the information he would like considered:

✧ scope of engagement, i.e. whether to periodically increase/change scope to include management practices, internal controls, tracking of funds, etc.
✧ information from other Boards relative to the scope of their audit and fee
✧ advisability of a tendering process to secure these services

Mr. Stewart clarified with Mr. Gage that a motion was required to request a report and Mr. Gage agreed this was his intent and cited his earlier comments.

Stating he would be pleased to have an opportunity to speak with Mr. Gage, Mr. Shewfelt noted the potential difficulty of obtaining audit scope and fee information from other Boards. He further indicated a report would not be available within the next month.

Mr. Darby noted this issue was not an agenda item and, therefore, required two-thirds majority to discuss; however, the Chairman ruled that should this review not receive a majority vote, Mr. Gage could request its inclusion on the June agenda.

The following motion was put to a vote and was **CARRIED:**

That the officials prepare a report relative to the scope and engagement of the Board's Auditors.

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

Consolidation of Schools- requested by Trustee Cunningham

Referring to the establishment of an ad hoc committee at the 1996 05 09 Program Committee meeting, Miss Cunningham asked that the following motion which tabled the Report on the Consolidation of Schools be lifted in order to refer it to the ad hoc Committee. She stated this was a "housekeeping measure" to make this Report available to the ad hoc committee.

Moved by Miss Cunningham:

That the following motion, tabled at the 1996 04 09 Special Meeting of the Operations and Finance Committee, be lifted from the table:

a) That the Board begin system planning for the implementation of the Consolidation of Schools immediately. **CARRIED.**

Moved in amendment by Miss Cunningham:

That the Report of the Consolidation Committee be referred to the ad hoc committee responsible to look into accommodation, consolidation of schools, magnet schools and secondary school reform. **CARRIED.**

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Dr. Johnston:

That the recommendations of the Director of Education be approved. **CARRIED.**

The meeting then adjourned.

The Committee then met in-camera. There is no public record of the action taken as per Section 207 (2) of the Education Act.

Read and confirmed,

.....

cv Chairman

MINUTES OF THE SPECIAL MEETING OF THE OPERATIONS AND FINANCE COMMITTEE
1996 06 20

Present: Trustees Hill (Chairman), Desmarais, Lowe, MacDonald, Orban and Rogers.

Not Present: Trustee Stewart.

Also Present: Trustees Bishop, Cunningham, Darby, Gage, Hicks, Johnston, Johnstone, Paquin, Patenaude and Rodgerson.

Officials Present:
D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Financial Services and Treasurer
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent - Administrative and Operational Services
R. Lavoie, Superintendent of Schools, French as a First Language
S. Thompson, Assistant Superintendent of Schools - Lower City
F. Cooke, Assistant Superintendent - Program

Mrs. Hill called the meeting to order noting regrets for not being able to attend were received from Trustees Stewart and Korz.

GENERAL

NEW BUSINESS:

1996-1997 School Year Calendar

Dr. Cooke presented the report.

Recognizing that the secondary schools were moving towards a common calendar, it was moved by Ms. Cunningham: That for the 1997-1998 school year, the secondary panel have one calendar for the composite schools and one calendar for the vocational schools. Carried.

Suggesting that students will not be in attendance, Mrs. Hill questioned the validity of some secondary schools scheduling an instructional day between examination days and professional activity days in June.

Moved by Ms. Orban: That the instructional day between the examination days and professional activity days in June on some of the secondary school calendars be removed and reassigned. Carried.

Moved by Dr. Johnston: That the 1996-1997 School Year Calendars, as amended, be approved. Carried.

Holiday Schedule for Education Centre, Dundurn Building, Mountain/Lower City Offices and Schools for the 1996-1997 school year

Mr. Binns presented the report and drew the members' attention to the dates of 1996 12 24 and 12 31 "to be determined". He noted that half-day holidays for these dates are incorporated in all the non-teaching collective agreements.

Moved by Mr. Darby: That the holiday schedule for the Education Centre, Dundurn Building, Mountain/Lower City Offices and Schools for the 1996-1997 school year be approved as presented.

In response to a question, Mr. Binns noted that it would be the Officials' recommendation that the dates in question be declared as half-day holidays.

Moved in amendment by Ms. Orban: That the report be amended to grant 1996 12 24 and 12 31 as half-day holidays for staff.

Recalling that last year these two half-days were moved and incorporated as a one-day holiday in the middle of the week, Miss Cunningham opposed the amendment and asked that the determination be made through negotiations.

The amendment was put to a vote and was Lost.

The motion was put to a vote and was Carried.

The meeting then adjourned.

Read and confirmed

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rm

Chairman

MINUTES OF THE SPECIAL MEETING OF THE OPERATIONS AND FINANCE COMMITTEE
1996 06 06

Present: Trustees Hill (Chairman), Desmarais, Lowe, Orban, Rogers and Stewart.

Not Present: Trustee MacDonald.

Also Present: Trustees Bishop, Cunningham, Darby, Gage, Johnstone and Mulholland.

Officials Present: P. Shewfelt, Superintendent of Financial Services and Treasurer and Secretary Pro Tem
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent - Administrative and Operational Services

In the absence of the Director of Education and Secretary, Superintendent Shewfelt was elected Secretary Pro Tem at a meeting of the Board earlier in the evening and assumed that role for this Special Meeting of the Operations and Finance Committee.

GENERAL

NEW BUSINESS:

Approval of Tender for Renovation - Phase 2 of Glendale Secondary School

Ms. Gillie presented the report.

Moved by Canon Rogers:

That the Report regarding the Tender for Renovation - Phase 2 of Glendale Secondary School be received for information and the following recommendations be approved:

(a) That a contract be awarded to Porteous - Hardcastle Construction Ltd. in the amount of $1,477,000.

(b) That funds for this project be provided in the amount of $2,120,000.

(c) In accordance with Ontario Regulation 265/94, the Superintendent of Financial Services and Treasurer has updated the Debt and Financial Obligation Limit of the Board, using current interest rates, and has determined that the estimated annual amount payable in each year in respect of the Glendale Secondary School Renovation Phase II, would not cause the Board to exceed the updated Limit.

That pursuant to the provisions of Part IX, Section 235, subsection 1, of the 1995 Education Act, the Superintendent of Financial Services and Treasurer be authorized to make application to the Council of the Regional Municipality of Hamilton-Wentworth for the issue and sale of debentures for the Glendale Secondary School Renovation Phase II on the credit of said Regional Municipality in the amount of $2,120,000 with repayment term not to exceed twenty (20) years and that the appropriate By-Law for the said purpose to be passed by the Council of the said Regional Municipality.

Mr. O'Connor (Design Engineer, Plant Department) confirmed that the funding for these renovations is via capital from current and will be financed through debentures.

Mr. Shewfelt estimated that a debenture over a 15-20 year minimum would at least double the costs.

The motion was put to a vote and was Carried.

The meeting then adjourned.

Read and confirmed

.....
Chairman

rm

JUNE 1996

OPERATIONS AND FINANCE COMMITTEE

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

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GENERAL

ELEMENTARY/SECONDARY

MINUTES OF THE
OPERATIONS AND FINANCE COMMITTEE
1996 06 11

Present: Trustees Hill (Chairman), Desmarais, Lowe, Orban, Rogers and Stewart.

Not Present: Trustee MacDonald.

Also Present: Trustees Bishop, Cunningham, Darby, Gage, Hicks, Johnstone and Mulholland.

Officials Present:
D. Goodridge (Director of Education and Secretary)
P. Shewfelt (Superintendent of Financial Services and Treasurer)
R. Binns (Superintendent of Human Resources)
P. Gillie (Superintendent - Administrative and Operational Services)
N. Nicholls (Superintendent of Schools - Mountain)
M. Quinn (Superintendent of Schools - Lower City)
R. Lavoie (Superintendent of Schools - French as a First Language)
M. Matier (Assistant Superintendent of Schools - Mountain)
S. Thompson (Assistant Superintendent of Schools - Lower City)

Mrs. Hill called the meeting to order noting regrets for not attending were received from Trustees MacDonald and Johnston. She then called for confirmation of the minutes.

Moved by Mrs. Johnstone:

That the minutes of the regular meeting of 1996 05 14 and special meeting of 1996 04 04 be approved. **Carried**

GENERAL

BUSINESS ARISING FROM THE MINUTES:

School Council Update

Mr. Matier reviewed the Report.

In response to a request, Mr. Matier agreed to bring back comparative data regarding membership on existing parents' organization and the School Council.

Moved by Ms. Orban:

That the School Council Update be received for information. **CARRIED**

Update on Energy Management Plan

Ms. Gillie presented the Report and then responded to the members' questions.

Moved by Mr. Gage:

That the Update on Energy Management Plan be received for information and the following recommendations approved:

a) That the firm of Proctor and Redfern be appointed to assist in the process of preparing a Prequalification Request and Request for Proposal for an Energy Service Company (ESCO) and in evaluating the proposals for the Energy Committee to select one ESCO.

b) That the consulting service be funded in 1996 from the existing approved remuneration budget for Plant.

c) That the Energy Committee prepare and issue an RFI (prequalification) followed by an RFP (Request for Proposal) for an Energy Performance Contract for the Hamilton Board in order to make recommendations for an Energy Management Plan.

CARRIED

Managed Employee Benefit Care Cooperatives

Ms. Russon, Employee Relations Manager, reviewed the Report.

Moved by Ms. Orban:

That the Report re Employee Benefits (Proposal from Carrier) - Shared Services Initiatives through the Ontario Public School Boards Association be received for information and the following recommendation approved:

a) That no action be taken at the present time with respect to changing carriers for employee benefits.

CARRIED

NEW BUSINESS:

School Year Calendars/Holiday Schedule for the Education Centre and Secondary School Offices

Mr. Goodridge advised of the need to defer consideration of these reports to a special meeting of this Committee, noting the Ministry of Education and Training had been informed appropriately of this delay.

Moved by Miss Cunningham:

That the Reports re School Year Calendars and Holiday Schedule for the Education Centre and Secondary School Offices be deferred to a Special Meeting of the Operations and Finance Committee. **CARRIED**

Annual Report on System Safe Schools Program

Mr. Quinn provided an overview and then called on the following presenters: Ms. K. Hibbins, Project Team Leader - Social and Interpersonal Skills (Social Skills Program/Curriculum); Ms. L. Cunningham, Consultant - Lower City Program Staff (Conflict Resolution Strategies); and Ms. G. Brock-Woodland, Public Relations Officer (Communication Strategy).

The members provided the following suggestions for review/consideration:

- tracking/reporting system of violence incidents by school: open public communication
- fund-raising activities for safe school programs/projects
- suspension procedures/communication to parents

Moved by Miss Cunningham:

That the Annual Report on System Safe Schools Program be received for information and the following recommendations approved:

a) That the I.D. system be introduced in JK-5 schools on a voluntary and cost-share subsidized basis (max. $100.00/school) and that a committee of Middle School and Secondary School principals be established to explore the necessity and feasibility of this program in Middle and Secondary schools.

b) That as soon as Bill C-37 is approved, a protocol for information sharing relative to violent young offenders be established between the Hamilton Board of Education and the Office of the Crown Attorney.

c) That the "Support Materials for Expelled Students" be provided to expelled students as a means of support and that no further action be taken at this time to establish a centre and/or program for expelled students.
CARRIED

Mr. Stewart requested the minutes show his opposition to the motion.

Ad Hoc Committee - requested by Trustee Bishop

Voicing her concerns with some areas of the Safe Schools Policy, it was

Moved by Mrs. Bishop:

That the suggested changes to the Safe Schools Policy (outlined in Appendix I) be considered by a specially constituted ad hoc committee of trustees to report back to the Operations and Finance Committee with recommendations by December 1996.

Several members commended and expressed satisfaction with the progress to date of the Safe Schools System Steering Committee.

The motion was put to vote and was **LOST**.

Student Transportation

Moved by Mr. Darby:

That an ad hoc Transportation Committee be struck to consist of five members appointed by the Chairman of the Board; that the mandate of the Committee be to consider: (a) Verbal Update re 1996 03 21 Final Report of the Transportation [Special Education] Working Group, (b) Tri-Board Transportation Study and (c) Status Report on Student Transportation and that a report be brought back to the October meeting of the Operations and Finance Committee.

When Mr. Thompson advised that some key issues in the Final Report of the Transportation [Special Education] Working Group need to be addressed tonight, it was

Moved in amendment by Mr. Mulholland:

That item (a) be considered at this time. **CARRIED**

Moved in amendment by Mrs. Bishop:

That the implications of the policy change on walking distance be added to the mandate of the Transportation Committee.

When it was suggested that it may be appropriate to hear the update from the officials prior to decision, Mrs. Bishop offered and was given permission to withdraw her motion.

The motion, as amended, was put to a vote and was **CARRIED**.

Verbal Update re 1996 03 21 Final Report of the Transportation [Special Education] Working Group

In recalling the key issues and decision reached on Special Education transportation during the Budget deliberations, Mr. Thompson indicated that further direction from the members would be required to realize the projected transportation savings in the English as a Second Language, Swimming, Roller Skating, Bowling, Other School Trips, Alternate Care, Design and Technology/Family Studies programs and the noon-hour runs for Junior/Senior Kindergarten programs.

Moved by Mr. Mulholland:

That the verbal update re 1996 03 21 Final Report of the Transportation [Special Education] Working Group be received for information and the following recommendation approved:

a) That the proposed reduction in transportation costs for the English as a Second Language, Swimming, Roller Skating, Bowling, Other School Trips, Alternate Care and Design and Technology and Family Studies programs be implemented to realize the projected savings.
CARRIED

Moved by Mr. Mulholland:

That no action be taken on the Junior and Senior Kindergarten Noon-Hour Runs.
CARRIED

Moved by Mr. Darby:

That the Final Report of the Transportation [Special Education] Working Group be referred to the Transportation Committee for a review. **CARRIED**

Video Cameras on School Buses

Moved by Mr. Darby:

That the Report re Video Cameras on School Buses be received for information and the following recommendation approved:

a) That a video camera be employed on school buses on a pilot basis at the request of the principal and that a review occur in December 1996.
CARRIED

Review of the Budget Analysis Committee

Mrs. Bishop presented the Report.

Moved by Mrs. Bishop:

That the Report re Review of the Budget Analysis Committee be received for information and the following recommendation approved:

a) That Chairs of the Standing Committees with the Chairman of the Board or designate meet with Senior Management and bring a report to the September 1996 meeting of the Operations and Finance Committee as to a Resource Management Strategy which involves trustees.
CARRIED

Operational concerns - transportation software and employee management system and IIS - requested by Trustee Cunningham

Miss Cunningham advised that she had an opportunity to discuss her concerns with the appropriate Superintendents. No discussion ensued.

Budget Process - requested by Trustee Cunningham

In updating the members on teacher negotiations, Miss Cunningham advised that the Board has not been successful to date in achieving the savings required to address the $5 million shortfall in the 1996 budget.

Moved by Miss Cunningham:

That the budget process be re-opened.

Members who favoured the motion shared Miss Cunningham's view that it would be in the best interest of the whole system and ratepayers that the elected officials attempt to resolve the potential budget deficit.

Members opposed to the motion expressed the following concerns:

> the staff time and efforts expended during the budget deliberations

> the Salary Committee should follow due process and continue negotiating with all employee groups

> the need to review/revisit every budget item

Agreeing to confirm with City Hall, Mr. Shewfelt stated there could be fees involved in amending the approved mill rate.

Moved in amendment by Mr. Darby:

That a Special Meeting of the Operations and Finance Committee be called to investigate the potential budget shortfall.

The amendment was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Cunningham, Darby, Desmarais, Gage, Hicks, Hill, Johnstone, Lowe, Orban and Rogers; those opposed: Trustees Mulholland and Stewart.

The motion, as amended, was put to a vote and was **CARRIED**.

Elimination of 72.8 positions - Non-mandated Programs

At this point, it was

Moved by Mrs. Bishop:

That 72.8 teaching positions be eliminated from non-mandated programs.

Noting this item should be addressed at the Special Meeting of the Operations and Finance Committee dealing with the budget shortfall, Mr. Stewart challenged the Chair for accepting the motion. The challenge was **Lost**.

Stating the item should be considered at the Personnel and Organization Committee, Mr. Mulholland challenged the Chair and the challenge was **Lost**.

Mr. Stewart challenged the Chair for allowing this item to be considered under General; stating this should be dealt with under Elementary/Secondary - New Business. The challenge was **Carried**.

[This item was then considered under Elementary/Secondary - New Business.]

ELEMENTARY/SECONDARY

NEW BUSINESS:

Elimination of 72.8 positions - Non-mandated Programs

At this point, Mrs. Hill requested and obtained the required two-thirds majority vote to consider the motion.

Trustees not supporting the motion expressed their concerns around the lack of opportunity for input on the issue, particularly from the staff involved.

It was clarified for the members that, if the motion is approved tonight, the schools may be able to offer non-mandated programs if their staffing allocation permits.

Moved in amendment by Mr. Stewart:

That the motion be referred to a Special Meeting of the Operations and Finance Committee dealing with the potential budget shortfall. **LOST**

Moved in amendment by Mr. Stewart:

That the motion be tabled. **LOST**

The motion was put to a recorded vote and was **CARRIED**. Those in favour: Trustees Bishop, Cunningham, Darby, Gage, Hicks, Hill, Johnstone, Lowe and Orban; those opposed: Trustees Mulholland, Rogers and Stewart.

Recommendations of the Director of Education

Moved by Mr. Darby:

That the recommendations of the Director be approved. **CARRIED**

Report of the Special Education Advisory Committee

Moved by Mrs. Bishop:

That the following Report of the Special Education Advisory Committee be approved:

a) That the Chairman of the Special Education Advisory Committee write a letter to the Minister of Education and Training expressing SEAC's opposition to the reduction in funding for the Day School Program for over 21-year old students, outlining the serious implications for these students.

CARRIED

The meeting then adjourned.

Read and confirmed,

_____

CHAIRMAN

rt

ES OF THE SPECIAL MEETING OF THE ATIONS AND FINANCE COMMITTEE
1996 06 27

Present: Trustees Hill (Chairman), Lowe, MacDonald, Orban, Rogers and Stewart.

Not Present: Trustee Desmarais.

Also Present: TrusteesBishop, Cunningham, Darby, Gage, Hicks, Johnstone, Korz, Mulholland and Rodgerson.

Officials Present:
D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Financial Services and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent - Administrative and Operational Services
S. Thompson, Assistant Superintendent of Schools - Lower City

Mrs. Hill called the meeting to order noting regrets for not being able to attend were received from Trustees Desmarais and Johnston.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Budget Shortfall

Moved by Miss Cunningham: That the following motion be lifted from the table:
That 72.8 positions be eliminated from non-mandated programs.

The Chairman ruled that the motion was tabled at Board and, therefore, a motion to lift from the table would have to be considered at a Board meeting.

There being no further questions, the meeting adjourned.

Read and confirmed

.....
Chairman

rm

SEPTEMBER 1996

OPERATIONS AND FINANCE COMMITTEE

THE BOARD OF EDUCATION
FOR THE CITY OF HAMILTON

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MINUTES OF THE
OPERATIONS AND FINANCE COMMITTEE
1996 09 10

Present: Trustees Hill (Chairman), Desmarais, Lowe, MacDonald, Orban, Rogers and Stewart.

Also Present: Trustees Bishop, Cunningham, Darby, Gage, Johnston, Johnstone, Mulholland, Paquin and Patenaude.

Officials Present:
D. Goodridge (Director of Education and Secretary)
L. Veerman (Acting Senior Financial Officer)
R. Binns (Superintendent of Human Resources)
P. Gillie (Superintendent of Administrative and Operational Services)
M. Quinn (Superintendent of Schools - Lower City)
M. Matier (Assistant Superintendent of Schools - Mountain)

Mrs. Hill called the meeting to order and then called for confirmation of the minutes.

Moved by Canon Rogers:

That the minutes of the regular meeting of 1996 06 11 and special meetings of 1996 04 16, 1996 04 18, 1996 06 06, 1996 06 20 and 1996 06 27 be approved. **CARRIED**

GENERAL

BUSINESS ARISING FROM THE MINUTES:
Report from the Chairs' Committee re Resource Management Strategy - To be deferred to October 1996

It was agreed:

That the Report from the Chairs' Committee re Resource Management Strategy be deferred to the October 1996 meeting of the Operations and Finance Committee.

Purchase of Substitute Employee Management System

Mr. Binns provided an overview and then called on Ms. M. Avery, Human Resources Officer, who reviewed the Report.

The following clarifications were provided:

➡ the Employee Information System (EIS) is not designed to be a telephone system (only a dispatch system), which the Substitute Employee Management System (SEMS) will provide.

➡the $18,000 funds previously recommended to be applied to the Financial Information System (FIS) [motion referred to the officials at the 1993 10 12 Operations and Finance Committee meeting] are still in the reserve funds.

➡the $7,100 fee for telephone lines is a "one-time" charge.

Moved by Canon Rogers:

That the Report re Purchase of Substitute Employee Management System be received for information and the following recommendation approved:

(a) That the $50,000 plus interest in the reserve account be applied towards the purchase of the Substitute Employee Management System.

Concerns were expressed in the following areas:

➡the proposed system could be a duplication of efforts
➡implications with negotiations
➡maintenance costs/unlikely savings long term
➡perception of "unfairness" if the school principal is able to "by-pass" the system and/or alter data manually

Stating her questions may require in-camera information, it was

Moved by Ms. Orban:

That the Committee meet in-camera. **CARRIED**

The Committee then moved to an in-camera session where no action was taken.

At the resumption of the public meeting, it was clarified for Mrs. Johnstone that an update will be brought back to this Committee if the recommendation is approved.

The motion was put to a vote and was **LOST**.

NEW BUSINESS:

Recommendation of the Director of Education and Secretary

Moved by Ms. MacDonald:

That the recommendation of the Director of Education and Secretary be approved. **CARRIED**

Interim Financial Status Report - 1996 07 31

Ms. I. Polidori, Manager - Financial Services, presented the Report and then responded to the members' questions.

Moved by Mr. Gage:

That the Interim Financial Status Report - 1996 07 31 be received for information. **CARRIED**

Report re Duties and Engagement of the External Auditors of the Board

Ms. Polidori reviewed the Report.

Moved by Mr. Darby:

That the Report re Duties and Engagement of the External Auditors of the Board be received for information and the following recommendation approved.

(a) That the Board issue a tender for the services of an external auditor commencing with the 1998 fiscal year.

Moved in amendment by Mr. Gage:

That the phrase "1998 fiscal year" be changed to "1997 fiscal year".

Mr. Goodridge affirmed that a 1997 fiscal year timing for the tender would impact on this year's Inaugural appointments.

The members provided the following suggestions for further review:

➡ the quality, cost and scope of the auditing services provided be the major factors to consider in the tendering process

➡explore the possibility of internal auditing

The amendment was put to a vote and was **LOST**.

The motion was put to a vote and was **CARRIED**.

Verbal Report re the Fast Report from the Ontario Public School Boards' Association re "SchoolNet" [referred at the 1996 06 20 Board]

Noting this as an advance notice from the OPSBA to member boards regarding information gathering for the development of the "SchoolNet" website, Ms. Gillie said she would provide specific details as soon as available. She felt the degree of the Board's involvement in this project should be considered by the Trustee Communications Committee.

Moved by Dr. Johnston:

That the Fast Report from the Ontario Public School Boards' Association re "SchoolNet" be referred to the Trustee Communications Committee for consideration. **CARRIED**

Verbal Report re the Resolution from the Essex County Board re the Ontario Software Acquisition Program [referred at the 1996 06 20 Board]

Ms. Gillie affirmed the need for continuing Ministry funding and support in order to maintain this valuable program.

Moved by Mr. Darby:

That the Chairman of the Board send a letter to the Minister of Education and Training expressing the Board's support for the Ontario Software Acquisition Program and that a copy of the letter be sent to the Essex County Board of Education. **CARRIED**

Correspondence from the Hamilton Principals' Association re Student and Employee Wellness [referred at the 1996 06 20 Board]

Although expressing her appreciation and empathy for the principals' collective concerns regarding student and employee wellness, Miss Cunningham felt that it may not be appropriate at this time of restraint to commit staff time and efforts to this project. She referred to a number of resources and support systems in the community which could assist in this area.

Moved by Miss Cunningham:

That the correspondence from the Hamilton Principals' Association re Student and Employee Wellness be received with thanks and that no action be taken at this time.

Moved in amendment by Mrs. Bishop:

That the Report re Employee Wellness including the following strategies be approved:

(i) Leadership training programs include a "wellness" component to provide managers with the skills to ensure a healthy environment in the workplace.

(ii) Partnerships within the community be encouraged to enhance our ability to offer programs for all employees.

(iii) An evaluation component be included in all "wellness" initiatives.

Members opposed to the amendment expressed their concerns with the financial implications of the recommendations.

Moved in amendment to the amendment by Mr. Darby:

That principals be encouraged to develop within their school plans volunteer wellness committees. **LOST**

The amendment was put to a vote and was **LOST**.

The motion was put to a vote and was **CARRIED**.

Request for a Liquor Licence - Hill Park Alumni Association - 1996 11 02

Moved by Mrs. Lowe:

That Hill Park Secondary School be granted permission to obtain a liquor permit for an Alumni Inaugural Meeting to be held on Saturday, 1996 11 02. **CARRIED**

Report of the Policy Review Committee

Mrs. Bishop indicated that item 1 of the Report would not be considered tonight as this requires further review by the Policy Review Committee.

Moved by Mrs. Bishop:

That the following recommendations in the Report of the Policy Review Committee be approved:

(a) OP-19 School Trips - Practices and Guidelines

That the following policy statement be approved as written:

"It is the policy of the Board of Education for the City of Hamilton to support school trips as an extension of the educational program beyond the immediate school site that directly contributes to the education of students."

(b) OP-20 Guidelines for Outside Speakers in Schools

That the following policy statement be approved as written:

"It is the policy of the Board of Education for the City of Hamilton to support guest speakers whose purpose is to enrich the learning program in accordance with curriculum and Ministry of Education and Training guidelines."

(c) OP-21 Reporting Non-Resident Students

That the following policy statement be approved as written:

"It is the policy of the Board of Education for the City of Hamilton that non-resident students attending our schools have the appropriate fees paid by the Ministry, Government of Canada, other Boards, non-resident parents/guardians of students or by students."

(d) OP-23 Proficiency Awards - Grades 9,10,11 and 12

That the following policy statement be approved as written:

"It is the policy of the Board of Education for the City of Hamilton to recognize students in Grades 9, 10, 11, 12 and OAC who obtain high standing."

(e) OP-24 Granting Credits to Students registered in Community Facility Education Programs

That the following policy statement be approved as written:

"It is the policy of the Board of Education for the City of Hamilton to provide educational programs to students in Community Facilities in accordance with Section 27 of the General Legislation Grants."

CARRIED

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the Director of Education and Secretary

Moved by Mr. Darby:

That the recommendations of the Director of Education and Secretary be approved. **CARRIED**

Report re School Trips Requiring Board Approval

Stating that the school trips outlined in Clause 1B of OP-19 School Trips "Practices and Guidelines" are regular outdoor activities, Mrs. Bishop felt that approval by the Officials would suffice for these trips.

Moved by Mrs. Bishop:

That the phrase "Board approval" be deleted from Clause 1B of OP-19 Student Trips "Practices and Guidelines".

LOST

Read and confirmed,

CHAIRMAN

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OCTOBER 1996

OPERATIONS AND FINANCE COMMITTEE

THE BOARD OF EDUCATION
FOR THE CITY OF HAMILTON

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OPERATIONS AND FINANCE COMMITTEE
1996 10 08

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GENERAL

NEW BUSINESS:

ELEMENTARY/SECONDARY

NEW BUSINESS:

MINUTES OF THE OPERATIONS AND FINANCE COMMITTEE
1996 10 08

Present: Trustees Hill (Chairman), Desmarais, Lowe, MacDonald, Orban, Rogers and Stewart.

Also Present: Trustees Bishop, Cunningham, Darby, Johnston, Mulholland and Paquin.

Officials Present:
D. Goodridge (Director of Education and Secretary)
E. Bond (Superintendent of Program)
P. Gillie (Superintendent - Administrative and Operational Services)
M. Quinn (Superintendent of Schools)
M. Matier (Assistant Superintendent of Schools - Mountain)
S. Thompson (Assistant Superintendent of Schools - Lower City)
L. Veerman (Acting Senior Financial Officer)

Mrs. Hill called the meeting to order, noting regrets for not attending were received from Trustee Johnstone. She then called for confirmation of the minutes.

Moved by Canon Rogers:

That the minutes of the regular meeting of 1996 09 10 be approved. **CARRIED**

GENERAL

NEW BUSINESS:

Report on Freedom of Information Activities (F.O.I.)

Ms. Avery, Human Resources Officer, presented the Report.

Moved by Dr. Johnston:

That the Report on Freedom of Information Activities (FOI) - 1995/96 be received for information and the following recommendations approved:

a) That the Board continue to develop retention schedules for all departments which will: identify records in all formats (computer, microfiche/film paper); identify all locations where records are stored; allow records to be disposed of in accordance with legislated requirements; and prove the Board's compliance during an appeal to the Information and Privacy Commission.

b) That an annual Freedom of Information report be brought back to the Operations and Finance Committee in October of each year.
CARRIED

Annual Report on the Implementation of Major Initiatives

Mr. Goodridge presented the Report.

In response to a question regarding the China trip, Mr. Goodridge advised that a formal report will be presented to the Board after his meeting with Mr. Binns, who is arriving from China next week.

Concerned about the implications of the issue on the Board's budget, particularly on staffing and grant funding, it was

Moved by Miss Cunningham:

That the consideration of the Annual Report on the Implementation of Major Initiatives be deferred to the November 1996 meeting of the Operations and Finance Committee. **LOST**

Moved by Dr. Johnston:

That the Annual Report on the Implementation of Major Initiatives - 1995, 1996 and 1997 be received for information. **CARRIED**

Transportation Policy - Junior Kindergarten - Requested by Trustee Cunningham

Miss Cunningham recalled the concerns raised at the recent Chairs' Committee meeting -- there is perceived conflict between the Board's policy and what is current practice.

Moved by Miss Cunningham:

That the Transportation Policy relative to Junior Kindergarten be referred to the Transportation Committee for clarification.

Mr. Stewart suggested the Policy Review Committee look into this policy as well.

The motion was put to a vote and was **CARRIED**.

Report of the Fund Raising Study Committee

Mr. Darby presented the Report.

Moved by Mr. Darby:

That the following Report of the Fund Raising Study Committee be approved:

a) That the Fund Raising Study Report from Ketchum Canada Inc. be received for information and the following recommendations approved:

i) That the Chairman appoint five trustees to form a Fund Raising/Corporate Partnership Policy Committee with a mandate to develop a system-wide policy and related procedures (using, as appropriate, partnership and development policies provided in the Ketchum Fund Raising Study Report) and that the Committee report back to Operations and Finance Committee by February 1997. The purpose of this policy would be to provide direction at both the school and system level on fund raising initiatives and corporate partnerships/sponsorships;

ii) That the Board of Education for the City of Hamilton Foundation be asked to consider a plan for developing partnerships with a few key community businesses and organizations to support student programs and services in priority areas;

iii) That Senior Management prepare, for trustees' consideration, a list of priority projects that would form the basis of new corporate partnership initiatives (as above) by the Board of Education for the City of Hamilton Foundation.

iv) That major corporate partnership, corporate sponsorship or fund raising initiatives be referred to the Director of Education for review and, as appropriate, for consideration of trustees, until such time as the system and school fund raising/corporate partnership policy is finalized;

v) That schools be informed that a policy is in development and that they should not commit to any major, long-term fund raising strategies or corporate partnership/sponsorship initiatives until such time that a policy is developed and/or without the consent of the Director and the Board.

vi) That the Acting Senior Financial Officer provide a report to the Operations and Finance Committee in December on the role and impact of grants officers in other school board as well as staffing strategies associated with these roles.

Canon Rogers felt the Board should proceed carefully in this area, expressing concern that it could impinge on various community/charitable agencies which get their funds through fund raising projects.

The motion was put to a vote and was **CARRIED**.

Report of the Chairs' Committee re Resource Management Strategy (Deferred at 09.96 Operations and Finance Committee)

In response to Miss Cunningham's request, Ms. Veerman provided the following update on the status to date of the Board's budget:

Ms. Veerman indicated that, at this time, the Board anticipates an overall deficit of $3.2 million in expenditures and revenues. [This projected deficit is preliminary and will be updated as more information becomes available.] Details are as follows:

The projected deficit is mainly as a result of Salaries, Wages and Employee Benefits and a deficit of $4.5 million is expected in this category. This number would have been higher had it not been for the action taken in June to reduce 72.8 elementary teaching positions relating to non-mandated programs.

This deficit is reduced by an anticipated savings of $1.3 million in the areas of transportation, general legislative grants and other revenues.

In conclusion, Ms. Veerman stated that the projected deficit will be revised to reflect the impact of the October enrolment count. Changes to projected enrolment figures will impact both expenditures (tuition fee expenditures) and revenues (general legislative grants and tuition fee revenue).

Moved by Mrs. Bishop:

That the following Report of the Chairs' Committee be approved:

a) That the 1997 Resource Management Strategy - Action Planner Summary (based on Resource Management Strategy adopted by the Board, October, 1994) be approved.

b) That the preliminary 1997 Budget Estimates reflect the following:

i) variable expenditures budgeted at a 0% increase or, if possible, a decrease;

ii) an explanatory note attached if any increases in fixed expenditures are projected.

Moved in amendment by Mrs. Bishop:

That trustees be part of the Resource Management Working Groups, if they so desire.

Dr. Johnston called the question.

The amendment was put to a vote and was **LOST**.

The motion was put to a vote and was **CARRIED.**

Report of the Special Education Advisory Committee

Moved by Mrs. Bishop:

That the following Report of the Special Education Advisory Committee be approved:

a) That the Special Education Advisory Committee accept the request of the Ontario Association for Families of Children with Communication Disorders to be a Member Association.

CARRIED

Report of the Transportation Committee

It was agreed:

That the Report of the Transportation Committee be deferred to the November 1996 meeting of the Operations and Finance Committee.

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the Director of Education and Secretary

Moved by Mr. Stewart:

That the recommendations of the Director of Education and Secretary be approved. **CARRIED**

Request for a Report re Variances in the Delivery of Lunchtime Supervision including the Pilot User-Fee Project - Trustee Orban

Moved by Mr. Stewart:

That the Officials bring a report to the November 1996 meeting of the Operations and Finance Committee regarding Variances in the Delivery of Lunchtime Supervision throughout the system, including the Pilot User-Fee Project. **CARRIED**

Update re Bomb Threat

Mr. Quinn apprised the members on "bomb threat" incidents at Glendale and Sir Winston Secondary Schools today.

It was agreed:

That the verbal update regarding the 1996 10 08 Bomb Threats at Glendale and Sir Winston Churchill Secondary Schools be received for information.

The meeting then adjourned.

Read and confirmed,

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CHAIRMAN

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NOVEMBER 1996

OPERATIONS AND FINANCE COMMITTEE

THE BOARD OF EDUCATION
FOR THE CITY OF HAMILTON

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GENERAL

ELEMENTARY/SECONDARY

MINUTES OF THE OPERATIONS AND FINANCE COMMITTEE
1996 11 12

Present: Trustees Hill (Chairman), Desmarais, Lowe, Orban, Rogers and Stewart.

Not Present: Trustee MacDonald.

Also Present: Trustees Bishop, Cunningham, Darby, Gage, Johnston, Johnstone, Mulholland, Paquin and Wall.

Officials Present:
D. Goodridge (Director of Education and Secretary)
L. Veerman (Acting Senior Financial Officer)
E. Bond (Superintendent of Program)
R. Binns (Superintendent of Human Resources)
P. Gillie (Superintendent - Administrative and Operational Services)
M. Matier (Assistant Superintendent of Schools - Mountain)

Mrs. Hill called the meeting to order and then called for confirmation of the minutes.

Moved by Dr. Johnston:

That the minutes of the regular meeting of 1996 10 08 be approved. **CARRIED**

GENERAL

BUSINESS ARISING FROM THE MINUTES:

Report on Property Insurance Claims

Mr. D. Sage, Manager - Property, Audit and Assessment, presented the Report.

Responding to a question, Mr. Sage advised that a Report on the 1997 Insurance Policies will be presented at the December 1996 meeting of this Committee.

Moved by Mr. Stewart:

That the Report re Property Insurance Claims be received for information. **CARRIED**

Interim Financial Status Report (as of 1996 09 30)

Ms. I. Polidori, Manager - Financial Services, presented the Report.

Responding to a question, Mr. Goodridge agreed to provide clarification on the increased 1996 Salaries and Wages figures in the Director & Secretary column [Page 4 of the Report].

Moved by Ms. Orban:

That the Interim Financial Status Report (as of 1996 09 30) be received for information. **CARRIED**

Sale of Property - Brantdale School

Moved by Canon Rogers:

That the Report re Sale of Property - Brantdale School, as follows, be received for information:

The offer to purchase Brantdale School - Site and Building - Lots 63-67 and Part of Lot 68, Plan 279, located at 15 Brantdale Avenue in the City of Hamilton, in the amount of $100,000 was accepted and the deed transfer completed on 1996 08 20. The funds realized from the sale were placed in Capital Reserves.

Mr. Sage confirmed the Ministry of Education and Training's requirement of putting this money to the Capital Reserves; therefore, it cannot be applied to the deficit.

The motion was put to a vote and was **CARRIED**.

Report re School Council

Using an overhead, Mr. Matier reviewed the salient details of the Report, particularly the consultation process for the development of an organizational framework for school councils in providing advice to the Board on key educational issues.

Moved by Dr. Johnston:

That the Report re School Council be received for information and the following recommendations approved:

a) That the Board approve:

(i) the consultation process for developing an organizational framework for school councils to provide advice to the Board on issues identified by the School Councils or the Board of Trustees.

(ii) the organizational framework options that will be discussed in the consultation process.

Several members suggested the following areas should be considered closely:

- "advisory" role/responsibilities of the school councils
- the Board's reaction to/addressing of advice provided by school councils
- maintaining open communication between the Board and the school councils
- in-service for both Board staff and school council representatives
- issue of mediation skills/dispute mechanisms

Responding to a question, Mr. Matier agreed to provide information on the size of each school council and student and community representations to date on these councils.

The motion was put to a vote and was **CARRIED**.

NEW BUSINESS:

Request from Addiction Research Foundation re Province-Wide Study

Mr. Goodridge presented the Report.

Moved by Mrs. Bishop:

That the Report re Addiction Research Foundation's Province-Wide Study be received for information and the following recommendation approved:

a) That the Hamilton Board of Education participate in the 1997 Addiction Research Foundation Study.

CARRIED

Tobacco Control Act (how it impacts on schools/community) - requested by Trustee Orban

Concerned about the negative effects of the Tobacco Control Act to the schools and community which prohibits smoking on school property, Ms. Orban spoke of prevailing problems in her Ward caused by students who smoke on the neighbours' property.

Moved by Ms. Orban:

That a review be conducted on the impact of the Tobacco Control Act on secondary schools and the community. That data be included with regard to the following:

- has it reduced smoking?
- solutions to address tensions with neighbours and issue of safety
- actions taken by other school boards
- the issues of legality and supervision need to be clarified to the community.

Members opposed to the motion were concerned with potential political issues that could arise as well as staff time/efforts the review could entail.

The was a suggestion that the issue could be addressed through a public forum and/or the school councils.

Mrs. Bishop suggested the following amendment:

That, with respect to the impact of the Tobacco Control Act on secondary schools and the community, other school boards be surveyed on their strategies in addressing the issue of safety of students and tension with neighbours.

Ms. Orban accepted this as a friendly amendment to her motion.

The motion was put to a vote and was **LOST**.

Correspondence from the Toronto Board of Education re Federal Tobacco Legislation [referred at the 1996 10 17 Board]

Moved by Mrs. Bishop:

That the Hamilton Board of Education support the Toronto Board of Education's campaign to save the Federal Tobacco Legislation. **CARRIED**

Correspondence from the Ontario Secondary School Teachers' Federation re Workfare Program [referred at the 1996 10 17 Board]

When Mr. Goodridge advised that Senior Management has not discussed this issue due to a lack of concrete information from the government, it was

Moved by Mr. Mulholland:

That the Secretary of the Board send a letter of response to the correspondence from the Ontario Secondary School Teachers' Federation regarding Workfare Program stating that, based on a lack of information, the Board has no intention to participate in any Workfare Program at this time.

Moved in amendment by Mr. Gage:

That the latter part of the motion be rephrased to read "the Board has no plans to participate in the Workfare Program at this time". **CARRIED**

The motion, as amended, was put to a vote and was **CARRIED**.

Reports of the Transportation Committee

Mr. Darby presented the two reports.

Moved by Mr. Darby:

That the following Reports of the Transportation Committee be approved:

Report dated 1996 10 09

1. That the Review of the Final Report of the Transportation [Special Education] Working Group be received for information and the following recommendation approved:

a) That no action be taken on the Board's Walking Distance Policy at this time.

2. That the Status Report on Student Transportation be received for information and the following recommendations approved:

a) That the verbal update regarding Carrier Consultations be received for information.

b) That no action be taken with respect to the Laidlaw Transit Ltd. proposal until the future of a county-wide transportation consortium has been considered.

c) That, effective 1996 07 01, responsibility for student transportation be assigned to the Property, Assessment and Audit Department through the re-alignment of duties among existing full-time equivalent

Report dated 1996 11 11

1. That the following recommendations from the Tri-Board Transportation Study be approved:

a) That, to facilitate greater sharing of transportation services where it increases efficiency and reduces costs, the Hamilton Board of Education work with the Hamilton-Wentworth R.C.S.S. and the Wentworth County Boards of Education to encourage:

(i) the sharing of student data as determined by the need to integrate routes;
(ii) the joint use of buses to transport students;
(iii) the linking of routes between coterminous Boards to permit double and triple runs.

b) That the Hamilton Board of Education endorse the recommendations of the Tri-Board Committee as follows:

(i) the investigation of the joint purchase of the Edulog system;
(ii) the exploration of a common Transportation Policy;
(iii) the establishment of a Tri-Board School Year Calendar Committee to facilitate cost savings associated with the Transportation Proposal;
(iv) the establishment of an Administrative Tri-Board Committee to continue to explore means of reducing costs in transportation and make recommendations regarding the implementation of the above plan.

Moved in amendment by Mrs. Bishop:

That Clause 1 a) [1996 10 09] be referred back to the Transportation Committee for further review. **CARRIED**

Miss Cunningham expressed her concerns with Clause 2 c) of the 1996 10 09 Report, noting job re-evaluations of the remaining positions in the Transportation Department due to increased duties and responsibilities could lead to increased costs. Stating her other questions may require sensitive information, Miss Cunningham requested and obtained the members' agreement to deal with Clause 2 c) in-camera.

Separate voting on the recommendations was requested.

Clause 2 a) [1996 10 09 Report] was put to a vote and was **CARRIED**.

Clause 2 b) [1996 10 09 Report] was put to a vote and was **CARRIED**.

Clause 1 a) [1996 11 11 Report] was put to a vote and was **CARRIED**.

Clause 1 b) [1996 11 11 Report] was put to a vote and was **CARRIED**.

At an in-camera session of this Committee, the following amendment to Clause 2 c) of the 1996 10 09 Report was considered and approved.

Moved in amendment by Miss Cunningham:

That the revised Position Description Questionnaire salaries be brought back to the Committee. **CARRIED**

The Committee met in public following the in-camera session where Clause 2 c) of the 1996 10 09 Report, as amended, was put to a vote and was **CARRIED**.

Report of HIV/Aids Policy Review Committee

Moved by Mrs. Johnstone:

That the following Report of the HIV/AIDS Policy Committee be approved:

a) That, in order to provide information on HIV/AIDS infection to students in a timely manner, it is recommended that students be provided information on HIV/AIDS as part of the compulsory curriculum beginning at the Grade 7 level."

b) That the reviewed and amended HIV/AIDS Policy, Guidelines and Operating Procedures (SP-22, SP-23, SP-24) be approved as presented.
CARRIED

Report on Sale of Sites

At an in-camera session of this Committee, the Report on Sale of Sites was considered and the following action was taken:

Moved by Mr. Stewart:

That the Report on Sale of Sites be received for information and the following recommendations approved:

(a) That the offer from Queensdale Bible Chapel in the amount of $100,000 for the purchase of the Comley School and site - 771 Limeridge Road East, Hamilton (Part of Lot 7, Conc. 6, Township of Barton now in the City of Hamilton designated as Part 2 on Reference Plan 62R-846) not be accepted.

(b) That the offer from James & Kristine Hatherley in the amount of $50,000 for the purchase of the house and site at 37 East Avenue North, Hamilton (Plan 223, Part Lot 158, Part Lot 157, City of Hamilton) be accepted and that the funds realized from the sale be placed in Capital Reserves.

(c) That the offer from Culver Properties Limited in the amount of $17,100 for the purchase of the vacant lot at 49 East Avenue North, Hamilton (south half of Lot 155, Plan 223, City of Hamilton) not be accepted.

(d) That the offer from the Roman Catholic Episcopal Corporation of the Diocese of Hamilton in Ontario in the amount of $275,000 for the purchase of Eastview School - 6 Heath Street, Hamilton (Part of Block E, Plan 865, and Part of the Woodward Avenue Traffic Circle, Plan 876 (also known as Blocks A and F, Plan 876) be accepted and the funds realized from the sale be placed in Capital Reserves.

(e) That the offer from 712169 Ontario Ltd. in trust in the amount of $275,000 for the purchase of Glenview School - 1133 Central Avenue, Hamilton (Part of Parcel H, Plan 814) be accepted and the funds realized from the sale be placed in Capital Reserves.

(f) That the offer from R. Denninger Limited in the amount of $525,000 for the purchase of Ridge School - 1289 Upper James Street, Hamilton (Part of Lot 14, Concession 7, Township of Barton, now in the City of Hamilton, designated as Part 1 on Reference Plan 62R-11512) be accepted and the funds realized from the sale be placed in Capital Reserves
CARRIED

Request for a Report re Theft and Mysterious Disappearances throughout the System - Trustee Stewart

Expressing his concern with news of thefts and mysterious disappearances of properties within the system, it was

Moved by Mr. Stewart:

That a Report re theft and mysterious disappearances throughout the system be presented to the December 1996 meeting of the Operations and Finance Committee.

Noting this item was not on the Agenda, Mrs. Hill asked for and received the required two-thirds majority vote to consider this motion tonight.

Mrs. Bishop commented that it will be helpful if the report includes historical statistics.

The motion was put to a vote and was **CARRIED**.

Motion to Thank the Chairman

Moved by Ms. Orban:

That the members express their appreciation to Sandy Hill for her competent and forthright manner in chairing this Committee through the past year. **CARRIED**

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the Director of Education and Secretary

Moved by Mr. Stewart:

That the recommendations of the Director of Education and Secretary be approved. **CARRIED**

Report re Variances in the Delivery of Lunchtime Supervision Throughout the System

Ms. M. Avery, Human Resources Officer, presented the Report and then responded to the members' questions.

During discussion, some trustees expressed concern with a "user fee" system which could undermine the basic concept of equal access. When the Chairman

indicated she would permit a principal in the audience to respond to a question, Mr. Stewart challenged the Chair and the challenge was sustained.

Moved by Ms. Orban:

That the Report re Variances in the Delivery of Lunchtime Supervision throughout the System be received for information. **CARRIED**

The meeting then adjourned.

Read and confirmed,

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CHAIRMAN

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indicated she would permit a principal in the audience to respond to a question, Mr. Stewart challenged the Chair and the challenge was sustained.

Moved by Ms. Orban:

That the Report re Variances in the Delivery of Lunchtime Supervision throughout the System be received for information. **CARRIED**

The meeting then adjourned.

Read and confirmed,

_____

CHAIRMAN

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MINUTES OF THE
OF THE OPERATIONS AND FINANCE COMMITTEE
1996 12 19

Present: Trustees Hill (Chairman), Desmarais, Gage, MacDonald, Rogers and Cunningham.

Not Present: Trustee Lowe.

Also Present: Trustees Bishop, Darby, Johnston, Johnstone, Korz, Mulholland, Orban, Paquin, Patenaude, Stewart and Wall.

Officials Present:
D. Goodridge (Director of Education and Secretary)
R. Binns (Superintendent of Human Resources)
P. Gillie (Superintendent - Administrative and Operational Services)
M. Quinn (Superintendent of Schools)
R. Lavoie (Superintendent of Schools - French as a First Language)
F. Cooke (Assistant Superintendent of Program)
M. Matier (Assistant Superintendent of Schools)
S. Thompson (Assistant Superintendent of Schools)
L. Veerman (Acting Senior Financial Officer)

Mrs. Hill called the meeting to order, noting regrets for not attending were received from Trustees Hicks and Lowe.

GENERAL

NEW BUSINESS:

Sale of Property

This item was considered at an in-camera session of this Committee and the following action resulted:

Moved by Mr. Mulholland:

That the Report re Sale of Property - Southview School, as follows, be received for information:

a) That the offer from Timothy Canadian Reformed School Society in the amount of Two Hundred and Ninety Seven Thousand Dollars ($297,000) for the purchase of Southview School and site - 205 Queensdale Avenue East, Hamilton (Lots 105, 106, 107, 108, 109, 110, 111, 112 and Part of Lots 32 and 33, Plan 212) be accepted and the funds realized from the sale be placed in Capital Reserves.

CARRIED

Political Action Committee

Moved by Mr. Darby:

That a Committee consisting of the Chairs' members continue to liaise with the area Members of Provincial Parliament and report regularly to trustees.

Noting the item was not on the Agenda, Mrs. Hill requested and obtained the required two-thirds majority vote.

Moved in amendment by Mrs. Bishop:

That the words "consisting of the Chairs' members" be deleted. **CARRIED**

Moved in amendment by Mr. Darby:

That the Chairman of the Board appoint five members to this Committee.

Moved in amendment to the amendment by Mr. Gage:

That the number of members be ten.

Miss Cunningham clarified that the purpose of this committee is to provide the MPPs with information that reflects the true position of the Board on any key issues.

The amendment to the amendment was put to a vote and was **LOST**.

The amendment was put to a vote and was **CARRIED**.

The motion, amended as follows, was put to a vote and was **CARRIED**:

That a committee consisting of five members appointed by the Chairman of the Board continue to liaise with the area Members of Provincial Parliament and report regularly to trustees.

ELEMENTARY/SECONDARY

NEW BUSINESS:
Recommendations of the Director of Education and Secretary [from the 1996 12 12 meeting]
Moved by Mr. Stewart:

That the following recommendations of the Director of Education and Secretary be approved:

(a) That the following trip requests be approved:

i. Burkholder, Grades 6 to 8 ["Le Carnaval de Bonhomme" Trip, Quebec City], 1997 02 05-08 (Wednesday to Saturday).

ii. C. B. Stirling, Grade 3 [Canterbury Hills, Ancaster, Ont.], 1997 06 19-20 (Thursday to Friday).

iii. Chedoke, Grade 7 [Camp Wanakita, Haliburton, Ont.], 1997 01 15-17 (Wednesday to Friday).

iv. Dalewood, Grade 7 [YMCA Camp Wanakita, Haliburton, Ont.], 1997 01 07-10 (Tuesday to Friday).

v. Highview, Grade 7 [Camp Kinark, Minden, Ont.], 1997 02 25-28 (Tuesday to Friday).

vi. Highview, Grade 6 [Camp Wanakita, Haliburton, Ont.], 1997 05 26-28 (Monday to Wednesday).

vii. Lake Avenue, Grades 6 to 8 [Camp Wanakita, Haliburton, Ont.], 1997 01 12-15 (Sunday to Wednesday).

viii. Norwood Park, Grades 7 to 8 [St. Donat, Quebec], 1998 01 04-07 (Sunday to Wednesday).

ix. Barton, Grades 9 to OAC [Hockey Tournament, Huntsville, Ont.], 1997 01 08-10 (Wednesday to Friday).

x. Delta, Grades 9 to OAC [Ski Trip, Blue Mountain], 1997 01 27 (Monday).

xi. Glendale, Grades 9 to OAC [Ski Trip, Ellicottville, New York], 1997 01 27-28 (Monday to Tuesday).

xii. Glendale, Grades 9 to 10 [Basketball Tournament, Windsor], 1997 02 16-18 (Sunday to Tuesday).

xiii. Glendale, Grades 9 to OAC [Music Performances, Cleveland, Ohio], 1997 05 15-17 (Thursday to Saturday).

xiv. Hill Park, Westdale, Westmount, Grades 9 to OAC [Ski Trip, Ellicottville, New York], 1997 01 28 (Tuesday), 1997 02 19 (Wednesday), 1997 03 05 (Wednesday), 1997 03 21 (Friday).

xv. Hill Park, Grades 9 to OAC [Ski Trip, Talisman Ski Resort], 1997 02 28 (Friday).

xvi. Sherwood, Grades 10 to OAC [Dog Sledding Expedition, South River, Ont.], 1997 01 24-26 (Friday to Sunday).

xvii. Sir Allan Macnab, Grades 9 to 10 [Montreal Trip], 1997 02 19-22 (Wednesday to Saturday).

xviii. Sir John A. Macdonald, Grades 9 to 12 [Ski Trip, Talisman Ski Resort], 1997 01 10 (Friday).

xix. Sir Winston Churchill, Grades 9 to OAC, [History Trip, Greece], 1997 08 04-13 (Monday to Wednesday).

xx. Westdale, Grades 11 to OAC [Basketball Game, University of Buffalo, U.S.A.], 1997 01 19 (Sunday).

xxi. Westdale, Grades 9 to 10 [Basketball Tournament, Peterborough, Ont.], 1997 02 07-08 (Friday to Saturday).

xxii. Westdale, Grade 10 [Camping Trip, Bruce National Park], 1997 05 28-30 (Wednesday to Friday).

xxiii. Westmount, Grades 9 to OAC, [Music Competition, Boston, Massachusetts], 1997 05 07 to 11 (Wednesday to Sunday).

CARRIED

The meeting then adjourned.

Read and confirmed,

_____

Chairman

rt